

**REPORT TO THE TRUST BOARD: PUBLIC**  
**20 May 2021**

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| <b>Title</b>                          | Strategic Activity Update                     |
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**Purpose of the report**

The aim of this report is to provide the Trust Board with an update on key areas of the Trust’s strategic decision-making, planning and management. It is structured to provide information on key national policy developments and our partnership working in local integrated care systems.

**Summary of key issues**

Significant policy guidance has been issued by HM Government and NHS England since the last Trust Board including the Government Mandate to the NHS, consultation on the System Oversight Framework, 2021/22 Planning Guidance, and the national Mental Health Recovery Plan.

The Trust has worked intensively with system partners in both Bedfordshire, Luton & Milton Keynes (BLMK) and North East London (NEL) Integrated Care Systems to prepare and submit plans for 2021/22, including substantial investment plans for mental health through the Mental Health Investment Standard, Service Development Fund and Spending Review funding.

**Strategic priorities this paper supports**

|                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| Improved experience of care         | <input checked="" type="checkbox"/> | This paper covers the Trust’s strategic planning process and strategy development, and therefore supports all of the Trust’s strategic priorities. |
| Improved population health outcomes | <input checked="" type="checkbox"/> |  |
| Improved staff experience           | <input type="checkbox"/>            |  |
| Improved value                      | <input checked="" type="checkbox"/> |  |

**Committees/meetings where this item has been considered**

| Date | Committee/Meeting  |
|------|--|
|      | This report is routinely submitted to the Executive Service Delivery Board |

**Implications**

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|---------------------------|---|
| Equality Analysis         | The Trust strategy has specific goals to address health inequalities, and this will be a focus of both our population health and equalities work streams.   |
| Risk and Assurance        | The developments in this report provide assurance that the Trust is effectively engaging with external partners, developing services to improve patient care and outcomes, and maintaining value for money. |
| Service User/Carer/ Staff | The service developments in this report should have a direct beneficial impact on service users and carers.   |
| Financial                 | The acquisition of additional income has positive financial benefits for the Trust.   |
| Quality                   | Service developments are specifically designed to improve quality.  |

## Supporting documents and research material

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| N/A |
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## Glossary

|                    |  |
|--------------------|--|
| CCG                | Clinical Commissioning Group   |
| ED                 | Emergency Department   |
| STP                | Sustainability & Transformation Partnership  |
| ELHCP              | East London Health & Care Partnership  |
| NELCA              | North East London Commissioning Alliance   |
| NHSEI              | NHS England and NHS Improvement  |
| BLMK               | Bedfordshire, Luton & Milton Keynes  |
| 5YFV               | Five Year Forward View   |
| CQC                | Care Quality Commission  |
| INEL STB           | Inner North East London System Transformation Board  |
| FYFVMH             | Five Year Forward View Mental Health   |
| IHI                | Institute for Healthcare Improvement   |
| ICS                | Integrated Care System   |
| PCN                | Primary Care Network   |
| WEL                | Waltham Forest & East London, i.e. the boroughs of Newham, Tower Hamlets, and Waltham Forest   |
| Place based system | The Trust works with seven place-based systems:<br>BLMK: Bedford Borough, Central Bedfordshire, Luton<br>ELHCP: City & Hackney, Newham, Tower Hamlets<br>South West London: Richmond |

## 1.0 Background/Introduction

- 1.1 The Trust operates in a complex and diverse health and social care environment due to changing population needs and expectations and the move towards more collaboration across organisations, in line with the NHS Long Term Plan and the newly published NHS White Paper.
- 1.2 The Trust is part of two Integrated Care System (ICS) footprints: East London Health & Care Partnership (ELHCP, the North East London Integrated Care System); and Bedfordshire, Luton & Milton Keynes. The partnerships are comprised of local NHS providers, Clinical Commissioning Groups (CCGs), and Local Authorities.

## 2.0 National policy update

- 2.1 The Queens Speech on 11/5/21 confirmed that the Health & Care Bill will pass through Parliament during the course of this year, following the publication of the White Paper, *Integration and Innovation: working together to improve health and social care for all*<sup>1</sup>. Proposals on social care reform will also be brought forward.

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<sup>11</sup> <https://www.gov.uk/government/publications/working-together-to-improve-health-and-social-care-for-all/integration-and-innovation-working-together-to-improve-health-and-social-care-for-all-html-version>

2.2 The Government Mandate<sup>2</sup> to NHS England has been published. The Mandate lays out the government's objectives for the NHS for 2021/22. The mandate includes five key objectives, including the response to COVID-19, delivery of the NHS Long Term Plan and additional manifesto priorities related to the NHS Long Term Plan, improve prevention, including mental health, and improve information sharing.

2.3 NHS England & Improvement have issued a consultation on the 2021/22 Single Oversight Framework<sup>3</sup>, closing 14/5/21. The consultation lays out proposals to reform the approach to oversight in the NHS, including how NHSEI will monitor performance and coordinate and deliver support to improve standards and outcomes in the context of the developing integrated care systems. The proposed SOF is based on the principles that:

- NHSEI will work with and through ICSs to tackle problems
- places a greater emphasis on system performance and outcomes (alongside individual provider and commissioner)
- matching accountability for results with improvement support
- greater autonomy for ICSs and organisations that have a track record of delivery, including against inequality and health outcomes
- compassionate leadership.

2.4 NHS England has published planning guidance for 2021/22, with a requirement on Integrated Care Systems to submit first draft narrative and financial plans on 6/5/21. The priorities for 2021/22 include:

- Supporting the health and wellbeing of staff and taking action on recruitment and retention
- Delivering the NHS COVID vaccination programme and continuing to meet the needs of patients with COVID-19
- Building on what we have learned during the pandemic to transform the delivery of services, accelerate the restoration of elective and cancer care and manage the increasing demand on mental health services
- Expanding primary care capacity to improve access, local health outcomes and address health inequalities
- Transforming community and urgent and emergency care to prevent inappropriate attendance at emergency departments (ED), improve timely admission to hospital for ED patients and reduce length of stay
- Working collaboratively across systems to deliver on these priorities.

*Requirements for mental health include:*

- Increase children and young people's access to NHS-funded community mental health services
- Delivery of physical health checks for people with Serious Mental Illness

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<sup>2</sup>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/972947/The\\_government\\_s\\_2021\\_to\\_2022\\_mandate\\_to\\_NHS\\_England\\_and\\_NHS\\_Improvement.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/972947/The_government_s_2021_to_2022_mandate_to_NHS_England_and_NHS_Improvement.pdf)

<sup>3</sup> [https://www.engage.england.nhs.uk/consultation/system-oversight-framework-2021-22/user\\_uploads/b0381-consultation-on-a-new-nhs-system-oversight-framework-2021-22.pdf](https://www.engage.england.nhs.uk/consultation/system-oversight-framework-2021-22/user_uploads/b0381-consultation-on-a-new-nhs-system-oversight-framework-2021-22.pdf)

- Investing fully in community mental health, including funding for new integrated models for Serious Mental Illness (adult and older adult)
- Maintain transformations and beneficial changes made as part of COVID-19, where clinically appropriate, including 24/7 open access, Freephone all age crisis lines and staff wellbeing hubs
- Maintain a focus on improving equalities across all programmes, noting the actions and resources identified in the Advancing Mental Health Equalities Strategy

*Priorities for community health services include:*

- Accelerate the rollout of the 2-hour crisis community health response at home to provide consistent national cover (8am-8pm, seven days a week)
- Continue to deliver timely and appropriate discharge from hospital inpatient settings and seek to deliver an improvement in average length of stay with a particular focus on stays of more than 14 and 21 days.

*Priorities for people with a learning disability include:*

- Make progress on the delivery of annual health checks for people with a learning disability.
- Maintain a strong commitment to reducing reliance on inpatient care for both adults and children with a learning disability, autism or both.
- Tackle the inequalities experienced by people with a learning disability highlighted and exacerbated by the pandemic.

2.9 HM Government has published COVID-19 Mental Health & Wellbeing Recovery Plan<sup>4</sup>, detailing government priorities for the deployment of £500m additional mental health funding for 2021/22, including:

- Prevention funding for the most deprived local authority areas (this includes Tower Hamlets, Newham and City & Hackney)
- Additional funding to support children and young people's services including eating disorder services
- Additional support young adults including students
- Additional support for the physical health of people with serious mental illness
- Additional capacity for Improving Access to Psychological Therapy Services
- Additional support for community mental health services for adults, including to part fund new Additional Roles Reimbursement Scheme mental health worker posts, working across primary care and community mental health services
- Additional support for backlog recovery in dementia services
- Additional support for discharge schemes stood up in the second wave of the pandemic.

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<sup>4</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/973936/covid-19-mental-health-and-wellbeing-recovery-action-plan.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/973936/covid-19-mental-health-and-wellbeing-recovery-action-plan.pdf)

### 3.0 Integrated Care System Update

#### Bedford, Luton and Milton Keynes ICSP (BLMK)

- 3.1 The BLMK ICS Partnership Board met on 7/4/21 and 5/5/21<sup>5</sup>, and considered in particular the development of the strategic priorities for the ICS going forward and planning for 2021/22.
- 3.2 The Trust has been working intensively with partners to prepare 2021/22 system plans, which were submitted on 6/5/21.
- 3.3 Our system programme plans for mental, including both the Trust and other partners including the voluntary sector, includes:
- Growth of £8.3m to support new service developments
  - £2.1m CAMHS to support CAMHS Crisis, eating disorders services, core CAMHS services, new Mental Health in Schools Team in Bedfordshire
  - Additional funding to support the enhancement of eating disorders services for children and young people including day support and Tier 4 inpatient beds
  - £6.2m to support adults, including community mental health services, crisis services, young adults, physical health, maternal mental health services, rough sleepers
  - A further £555k across the Integrated Care System to support suicide prevention and staff mental health
  - Approx 142 new posts in mental health in the Trust. Workforce development plans are in the process of being stood up.
- 3.4 Planning for community health services and learning disability services is still underway.

#### East London Health & Care Partnership (North East London ICS)

- 3.4 The Trust has been working intensively with partners to prepare 2021/22 system plans, which were submitted on 6/5/21.
- 3.3 Our system programme plans for mental, including both the Trust and other partners including the voluntary sector, includes:
- Growth of £19.6m in 2021/22, £15.9m to support new service developments
  - £3.6m CAMHS to support CAMHS Crisis, eating disorders services, core CAMHS services
  - £12.3m to support adults, including community mental health services, crisis services, young adults, physical health, maternal mental health services, rough sleepers
  - A further £2m across the Integrated Care System to support suicide prevention and staff mental health

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<sup>5</sup> <https://www.blmkpartnership.co.uk/about/the-blmk-partnership-board/>

- Approx 205 new posts in mental health in the Trust including early adopter funded community mental health posts. Workforce development plans are in the process of being stood up.

3.4 Planning for community health services and learning disability services is still underway.

#### **4.0 Action being requested**

4.1 The Board is asked to **RECEIVE** and **NOTE** the report.