

**From:** Mason Fitzgerald, Director of Planning and Performance

**To:** Council of Governors

**Date:** 21 March 2019

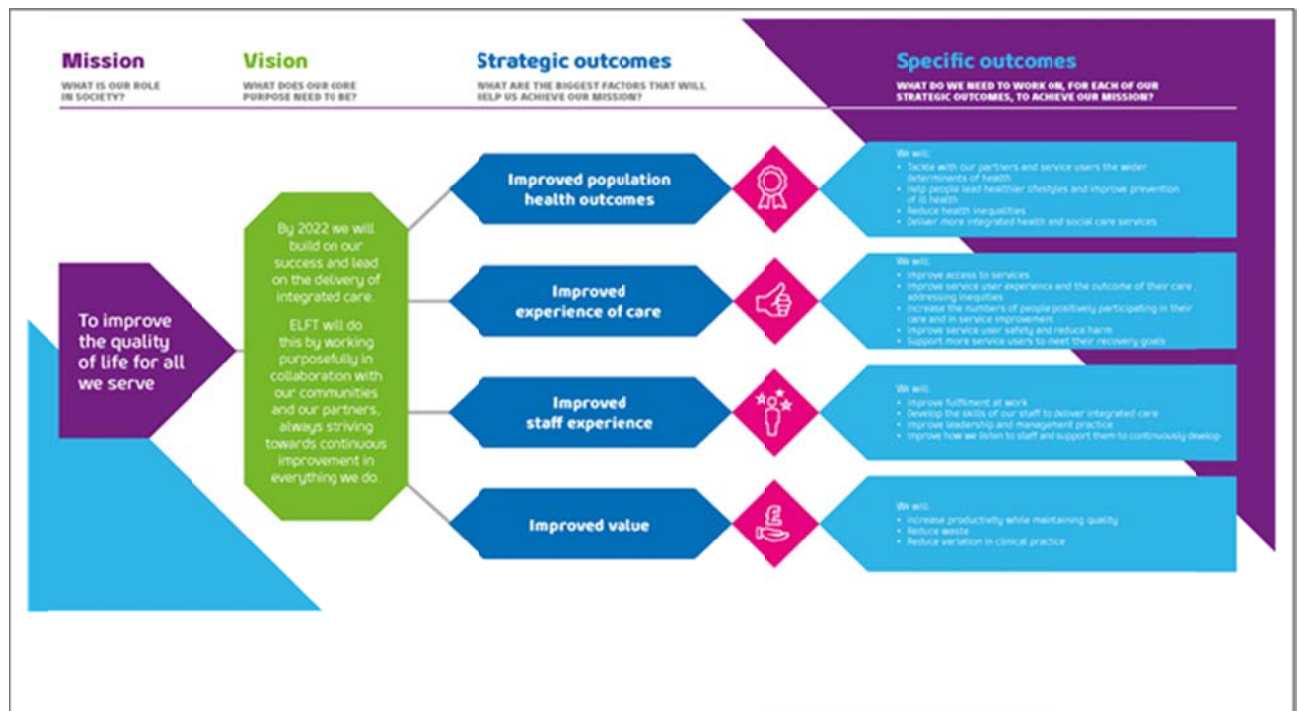
**Subject:** Strategic Planning Update

**Glossary:**

ELHCP	East London Health and Care Partnership
STP	Sustainability and Transformation Partnership: NHS and local councils came together in England to develop proposals to improve health and care. They formed new partnerships (STPs) to run services in a more coordinated way, to agree system-wide priorities, and to plan collectively how to improve residents' day-to-day health
CCG	Clinical Commissioning Group: the clinically-led statutory NHS bodies responsible for the planning and commissioning of health care services for their local area
WEL	Waltham Forest and East London
BLMK	Bedford, Luton and Milton Keynes
ICS	Integrated Care System: In some areas, an STP will evolve to form an integrated care system, a new type of even closer collaboration. In an integrated care system, NHS organisations, in partnership with local councils and others, take collective responsibility for managing resources, delivering NHS standards, and improving the health of the population they serve.
HWBB	Health and Well Being Board: Established and hosted by local authorities, health and wellbeing boards bring together the NHS, public health, adult social care and children's services, including elected representatives and Local HealthWatch, to plan how best to meet the needs of their local population and tackle local inequalities in health
NHSE	NHS England
NHSI	NHS Improvement: responsible for overseeing foundation trusts and NHS trusts, as well as independent providers that provide NHS-funded care
IHI	Institute of Healthcare Improvement: an independent, not-for-profit organisation and ELFT's strategic partners in our Quality Improvement work
SSOP	Single System Operating Plan

## 1.0 Purpose of the Report

- 1.1 To provide the Council with an update on strategic planning activity in the Trust. The Trust strategy is illustrated below (hard copies are available on your tables):



## 2.0 Role of Governors in relation to this item, and key points

- 2.1 The Trust Board has the legal power to approve the Trust's strategic plans. In developing the plans, the Board must have regard for the view of the Council of Governors.
- 2.2 The role of Governors is therefore to engage with the membership and provide feedback to the Trust on the development of the Trust's strategic plans.

## 3.0 Sustainability & Transformation Partnerships Update

### 3.1 East London Health & Care Partnership (North East London STP)

- 3.1.1 ELHCP has developed and submitted to NHS England and NHS Improvement a draft Single System Operating Plan. The SSOP includes a high level description of 2019/20 priorities, and provider and commissioner activity and finance plans. Following feedback from the regulators, ELHCP will submit a final 2019/20 plan by April, and is currently developing its response to the NHS Long Term Plan, due to be submitted in the autumn.
- 3.1.2 The Waltham Forest & East London Transformation Board, which brings together CEOs of NHS providers, Councils and the North East London Commissioning Alliance to manage transformation schemes which warrant a footprint focus larger than the borough based partnerships, has identified its initial priorities. These include:
  - Outpatient transformation, including the NHS Long Term Plan ambition to reduce out-patient attendances by one third
  - Urgent care, in particular the delivery model for Urgent Treatment Centres, and moderating demand

- Homelessness, to be further scoped, but likely a whole system response to tackling homelessness
- Clinical configuration and provider collaboration, including options for meeting future demand of a range of services.

### 3.2 Bedford, Luton and Milton Keynes STP (BLMK)

- 3.2.1 The BLMK Integrated Care System has developed and submitted to NHS England and NHS Improvement a draft Single System Operating Plan. The SSOP includes a high level description of 2019/20 priorities, and provider and commissioner activity and finance plans. Following feedback from the regulators, the ICS will submit a final 2019/20 plan by April, and is currently developing its response to the NHS Long Term Plan, due to be submitted in the autumn.
- 3.2.2 Luton Council have formally withdrawn from the BLMK ICS partnership. Officers of the Council continue to work closely with Luton partners including ELFT.
- 3.2.3 Bedfordshire CCG has confirmed the appointment of Mike Thompson as Chief Operating Officer.

## 4.0 **NHS strategic planning**

- 4.1 The NHS Long Term Plan was published on 7 January 2019. The workforce implementation plan will be published later in the year, and a green paper on social care is also yet to be published.
- 4.2 The Trust is currently in contract negotiations with commissioners and is seeking to ensure that contracts align with the Long Term Plan and the funding commitments for mental health and community health services.
- 4.3 At a joint board meeting of NHS England and NHS Improvement on 28 February, national leaders of the NHS approved a series of proposals for legal changes which they believe would help local health leaders deliver on the improvements for patients set out in the [NHS Long Term Plan](#).
- 4.4 The suggestions include changing the law to:
- Encourage local health organisations to work more closely together, towards a shared goal of improving the health of the communities they serve, the quality of services, and the sustainability of the NHS;
  - Reduce delays and costs associated with current procurement processes, while maintaining patient choice and introducing a new 'best value' test to ensure value for money for taxpayers;
  - Allow different health organisations – such as hospitals, groups of GPs and voluntary groups and social enterprises – to come together to provide joined-up services which better meet the needs of local people in partnership with local government, and;
  - Remove the barriers to greater coordination between the national NHS organisations, creating a single national voice for the NHS and making it easier to work together on the most important issues facing the health service, such as

prevention, the workforce, and harnessing the opportunities presented by digital technology.

4.5 The proposals are subject to consultation until 25 April.

4.6 It is intended that delivery of the Long Term Plan would be driven by local Integrated Care Systems, rather than through national programmes. This places much greater emphasis on the development of integrated care systems where ELFT provides services, and our input into those forums.

## **5.0 Annual consultation exercise**

5.1 The annual consultation exercise with members has taken place and key themes were reported to the Trust-wide event held on 12 March 2019.

5.2 The strategic themes have been identified and are summarised in Appendix A.

5.3 The Board will consider the feedback and provide a formal response to the Council.

## **6.0 Action being requested**

6.1 The Council of Governors is asked to **RECEIVE** and **DISCUSS** the report.