

REPORT TO THE TRUST BOARD IN PUBLIC
23 September 2021

Title	ELFT Strategy Refresh
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Purpose of the report

<p>This report presents for approval the proposed strategy for the Trust for 2021-2026.</p> <p>The report was considered by the Integrated Care & Commissioning Committee on 8/9/21, which supported the proposed strategy with minor amendments.</p>

Committees/meetings where this item has been considered

Date	Committee/Meeting
8/9/21	Integrated Care & Commissioning Committee

Key messages

<p>The Trust Board commissioned a refresh of the Trust strategy in early 2021 due to the expiry of our current strategy in 2022, the immense change and challenge brought about by the pandemic, the changing demography, expectations of and needs in our local communities, and the significant implications of the Health & Care Bill.</p> <p>Between June and August 2021 we have undertaken ‘the Big Conversation’, an exercise to engage a range of stakeholders, both within and outside the Trust, to help us understand what our priorities should be in our refreshed strategy. The report and attached slides outline the key themes that emerged from the Big Conversation, and the proposed refreshed strategy that we have developed to respond to those themes.</p> <p>The proposed strategy retains important aspects of our existing strategy, for example our mission and four strategic objectives, as they remain relevant and recognised to service users, staff and partners, and are in line with the statutory responsibilities we will take on for delivery of the triple aim should the Health & Care Bill pass through parliament in current form.</p> <p>The proposed strategy includes a refreshed vision, which emphasises the importance of our partnerships and recovering from the pandemic: <i>“By 2026 we will work with our partners to deliver on our commitment to person-centred coordinated mental and physical health care, to improve the health and wellbeing of the communities we serve, and to recover from the pandemic and promote social justice.”</i></p> <p>The proposed strategy includes refreshed strategic objectives linked to our four strategic outcomes, including a small number of new themes and new emphases, including:</p> <ul style="list-style-type: none"> • Population health: a specific commitment to prioritising children and young peoples development, creating health places including taking action on climate change, championing social justice including tackling racism and prejudice. • Experience of care: get the basics right, through for example reducing waiting times and meet new and existing demand, building on innovation achieved during the pandemic, working with partners to build neighbourhood teams and develop trauma-informed approaches

- **Staff experience:** get the basics right for staff, including supporting our teams to be happy and healthy, enhancing our digital infrastructure
- **Value:** working with system partners to achieve system efficiencies.

The proposed strategy also includes the ELFT promise and updated organisational treasures, as the foundations of how we intend to work together to deliver the strategy.

The proposed strategy was presented at the Integrated Care & Commissioning Committee of the Board on 8/9/21, where it was fully supported, with a small number of minor amendments, which have been incorporated. The Integrated Care & Commissioning Committee will receive the strategy execution plan during the course of the autumn.

It is intended that the strategy is formally launched at our Annual General Meeting and Annual Members Meeting in October 2021.

Strategic priorities this paper supports

Improved population health outcomes	<input checked="" type="checkbox"/>	Our proposed strategy refreshes the Trusts commitment to improving population health over the next 5 years, with refreshed & specific strategic objectives on population health improvement
Improved experience of care	<input checked="" type="checkbox"/>	Our proposed strategy refreshes the Trusts commitment to improving quality and safety over the next 5 years, with refreshed & specific strategic objectives on improving experience of care
Improved staff experience	<input checked="" type="checkbox"/>	Our proposed strategy refreshes the Trusts commitment to improving staff experience over the next 5 years, with refreshed & specific strategic objectives on improving staff experience
Improved value	<input checked="" type="checkbox"/>	Our proposed strategy refreshes the Trusts commitment to improving value over the next 5 years, with refreshed & specific strategic objectives on improving value

Implications

Equality Analysis	The proposed strategy explicitly and specifically includes strategic objectives on tackling inequalities including “champion social justice and do our bit to tackle racism and other forms of prejudice”, “prioritise prevention and detection of illness in disadvantaged groups” and “address inequalities in experience, access and outcomes”. These strategic objectives will guide the Trusts focus and work over the next five years. We will undertake an equalities impact assessment on the proposed Strategy as part of our next steps.
Risk and Assurance	The proposed strategy contributes to the mitigations of a range of risks identified in the Trust’s Board Assurance Framework. Subject to ratification by the Board, the executive leads will develop a strategy execution plan, to be considered by the Integrated Care & Commissioning Committee. The Trust Board will receive a regular report on progress in delivering the Strategy.
Service User/ Carer/Staff	The proposed strategy has been developed through extensive engagement over the Summer with service users and carers, staff and partners. The strategy commits the Trust to a range of strategic objectives that will improve outcomes for service users and carers, and the experience of staff.
Financial	The proposed strategy includes strategic objectives to deliver on our financial viability programme, in order to achieve financial sustainability, and to work with system partners to deliver system value and reduce waste.
Quality	The proposed strategy commits the Trust to a range of strategic objectives that will improve quality and safety for service users and carers, and in particular to ensure that quality improvement is applied to all appropriate aspects of our work

1.0 Introduction

- 1.1 The ELFT Board commissioned a refresh of the Trust strategy in early 2021. Our existing strategy was developed in 2017 and reaches through to 2022. Given the immense change and challenge brought by the pandemic, the advent of integrated care systems across England and the changing demographic and needs in our local communities, the refresh of our strategy is intended to ensure that we are adapting to our changing environment and focusing on the priorities of our service users, local communities and system partners.

2.0 Report Content

- 2.1 Between June and August 2021, we have undertaken a 'Big Conversation' to engage a range of stakeholders, both within and outside the Trust, to help us understand what our priorities should be in a refreshed strategy through to 2026. We have utilised a range of methods (online workshops, paper forms, online survey, existing meetings) to engage key stakeholders in helping us understand where to focus in the future.
- 2.2 Almost 400 people contributed to the Big Conversation, mostly through online workshops that were held in each of the places in which we operate. The attached slides outline the key themes that emerged from the Big Conversation, and the proposed strategy that has emerged from these conversations. The proposed strategy has gone through a number of iterations as we have tested and validated it with a number of groups, to ensure that it is meaningful and resonates with the areas that our key stakeholders want us to prioritise.
- 2.3 The proposed strategy retains the mission "To improve quality of life for all" and four strategic outcomes (improve population health, experience of care, staff experience and value – the triple aim) from our current strategy – during the big conversation we had substantive feedback that these remain relevant and recognised by service users, staff and partners, and they align with the triple aim, which, subject to the passage of the Health & Care Bill through parliament, will become a statutory duty of NHS providers and Integrated Care Systems in April 2022.
- 2.4 The proposed strategy includes a refreshed vision, which emphasises the importance of our partnerships and recovering from the pandemic: *"By 2026 we will work with our partners to deliver on our commitment to person-centred coordinated mental and physical health care, to improve the health and wellbeing of the communities we serve, and to recover from the pandemic and promote social justice."*
- 2.5 The proposed strategy includes refreshed strategic objectives linked to our four strategic outcomes. The new themes and emphasis included as a consequence of the big conversation include:
- **Population health:** a specific commitment to prioritising children and young peoples development, creating health places including taking action on climate change, championing social justice including tackling racism and prejudice.
 - **Experience of care:** get the basics right, through for example reducing waiting times and meet new and existing demand, build on innovation achieved during the pandemic, working with partners to build neighbourhood teams and develop trauma-informed approaches
 - **Staff experience:** get the basics right for staff, including supporting our teams to be happy and healthy, enhance our digital infrastructure
 - **Value:** work with system partners to achieve system efficiencies.

- 2.6 The proposed strategy also includes the ELFT promise and updated organisational treasures, as the foundations of how we intend to work together to deliver the strategy.
- 2.7 The proposed strategy was presented at the Integrated Care & Commissioning Committee of the Board on 8/9/21, where it was fully supported, with a small number of minor amendments, which have been incorporated. The Integrated Care & Commissioning Committee will receive the strategy execution plan in the coming months.
- 2.8 It is intended that the strategy is formally launched at our Annual General Meeting and Annual Members Meeting in October 2021.
- 2.9 Subject to approval of the refreshed strategy by the Trust Board, our next steps will be to develop a range of ways to engage service users and carers, staff, local communities and partners with our new strategy. We will also be developing our approach to strategy execution, with a plan for what we will achieve by when, and how we would assess and measure progress. It is proposed that updates on progress will continue to be brought to the Integrated Care & Commissioning Committee.

3.0 Recommendations

- 3.1 We recommend the proposed strategy to the Board, with a view to seeking any final comments and approval.

4.0 Action Being Requested

- 4.1 The Board is asked to **RECEIVE** and **APPROVE** the proposed new ELFT strategy.