

REPORT TO THE TRUST BOARD - PUBLIC
29 JUNE 2017

Title	Strategic Activity Update
Authors	Peter Sheils, Senior Programme Manager; Richard Fradgley, Director of Integrated Care
Accountable Executive Director	Mason Fitzgerald, Director of Corporate Affairs

Purpose of the Report:

To provide the Board with an update on strategic activity and planning at national and local level.

Summary of Key Issues:

- The Trust has recently reviewed its guidance on service change and involvement of stakeholders
- The NEL STP is due to launch as the East London Health & Care Partnership (ELHCP) on 3rd July 2017, following on from which the Partnership Board will meet in public on a quarterly basis.
- The Bedford, Luton and Milton Keynes STP has been confirmed as a first wave site for the development of an Accountable Care System
- The Tower Hamlets Together Partnership recently held a session in order to develop the partnership and consider the delegation of functions from the Clinical Commissioning Group

Strategic priorities this paper supports (Please check box including brief statement)

Improving service user satisfaction	<input checked="" type="checkbox"/>	The Trust's strategic and operational plans are structured around the three strategic priorities, and therefore include actions to support each priority.
Improving staff satisfaction	<input checked="" type="checkbox"/>	As above
Maintaining financial viability	<input checked="" type="checkbox"/>	The Trust's financial viability may be adversely affected if commissioners do not provide parity of esteem funding for mental health services

Committees/Meetings where this item has been considered:

Date	Committee/Meeting
Various	Versions of this report have been submitted to the Council of Governors and internal Trust meetings.

Implications:

Equality Analysis	The Trust's Equality Strategy is aligned to the Trust's strategic objectives. Major service developments and CRES proposals that are included in the operational plan for 2016/17 are subject to Quality Impact Assessments.
Risk and Assurance	The development and implementation of a robust operational plan reduces risks in relation to the financial and operational sustainability of the Trust.

	As part of the development of the operational plan, the Board has had a session on key and emerging risks, which has been used to refresh the Board Assurance Framework.
Service User/Carer/Staff	The operational plan includes proposals to further improve the experience of service users/carers and staff.
Financial	The financial implications of this year's planning round are set out in the plans.
Quality	The Trust's Quality Improvement Programme is the central feature of the Trust's long term strategy and operational plans.

1.0 Background/Introduction

- 1.1 The Trust Board has the legal power to approve the Trust's strategic plans. In developing the plans, the Board must have regard to the view of the Council of Governors.
- 1.2 The Trust operates in an increasingly more complex and diverse health and social care economy which is continually changing and developing the landscape of health and social care commissioning and service provision.
- 1.3 This report includes horizon scanning, which involves the systematic examination of potential threats, opportunities and likely future developments in order to assess the trust's readiness to respond to threats and opportunities and to ensure it remains both resilient and opportunistic.
- 1.4 The external drivers for change place increasing demands upon the Trust's capacity for strategic decision making, planning and management. The pace and volume of change is increasing and it is therefore important that senior decision-makers within the trust are kept abreast of strategic developments, both internally and externally. This report aims to fulfil this requirement.
- 1.5 The Trust is part of two Sustainability and Transformation Plan (STP) footprints, i.e. North East London, and Bedfordshire, Luton & Milton Keynes. The footprints are comprised of local NHS providers, Clinical Commissioning Groups (CCGs), Local Authorities, and local other health and care services who together have developed Sustainability and Transformation Plans (STPs) for accelerating the implementation of the Five Year Forward View (5YFV).
- 1.6 The main purpose of STPs is to set out how each local area will, by 2021:
 - Close the health and wellbeing gap.
 - Close the care and quality gap.
 - Close the financial and efficiency gap.
- 1.6 As part of its commitment to the STPs, the trust is required to develop and submit a two year operational plan, aligned to each of the STPs. This is referred to as the Operational Plan 2017-19.

2.0 Update on the National Context: Emerging Themes, Policies and Initiatives

2.1 2017 General Election

- 2.1.1 The 2017 general election was held on 8 June. Public bodies, including the NHS, have been under "purdah", and as such there have not been any major policy announcements in this period. The health and social care aspects of the governing parties' manifestos and any emerging policy statements will be analysed and included in a future report.

2.2 Public Engagement and Consultation on Change to Services

2.2.1 There has been increased scrutiny of changes in health services over the past year, partly due to concerns regarding Sustainability and Transformation Plans. On 6 April 2017 NHS England published *Patient and public participation in commissioning health and care: statutory guidance for CCGs and NHS England*. The guidance is designed to support CCGs in discharging their statutory duty involve the public in the planning and commissioning process, including where proposals would have an impact on the manner in which the services are delivered or the range of health services made available to them.

2.2.2 The Health and Social Care Act 2012 states that clinical commissioning groups (CCGs) are required to involve the public in decisions about the services that will be provided to them. NHS Trusts also have a duty to involve the public, but in the case of substantial developments or variations to services which are the commissioning responsibility of CCGs or NHS England, consultation is to be done by NHS commissioners rather than providers i.e. by the relevant CCG or NHS England.

2.2.3 It is important to note that the duty is to *involve*. Each case needs to be decided on its merits, based on what is fair and proportionate in the circumstances. The duty may therefore be met in a number of ways, i.e.:

- Information in newsletters
- Surveys and feedback forums
- Use of existing patient and public representatives/forums
- Formal public consultations

2.2.4 The Trust has a number of existing mechanisms to involve stakeholders. These include:

- Service user involvement at service level (i.e. ward community group)
- Local service user and carer forums; Public Participation Committee
- Membership forums and the Council of Governors
- Engagement with Trade Union representatives and consultation with staff
- Engagement with Health & Wellbeing Boards and Health Scrutiny Committees

- 2.2.5 Whilst it is clear that the responsibility for public consultation rests with commissioning bodies, the trust strongly believes in the principle of stakeholder engagement and aims to adhere to it, when designing and proposing service change. The trust has therefore taken the opportunity to review its procedures for involving stakeholders on proposed changes to clinical services.
- 2.2.6 We have recently developed additional guidance to support staff who are managing change, to decide upon the right level and method of consultation and engagement, appropriate to the type and extent of change being proposed. In addition to this, we have made it a requirement that all staff designing or proposing changes to services, that are likely to have an impact upon service users, carers, external agencies and/or the public, contact the Communications Team as early as possible so they can assist in identifying and responding to the needs of stakeholder groups.
- 2.2.7 An example of how the trust engages service users is the current consultation regarding proposed changes to the way the newly acquired Community Learning Disability Service is provided. Details are available on the trust website.

3.0 Update on Sustainability and Transformation Partnerships (STPs)

3.1 North East London (NEL) STP

The NEL STP is due to launch as the East London Health & Care Partnership (ELHCP) on 3rd July 2017, following on from which the Partnership Board will meet in public on a quarterly basis.

NELSTP has been asked by NHS England to participate in the Capped Expenditure Programme, a requirement by the regulators to quantify the degree of risk of delivery of the STP control total in 2017/18 and to ensure mitigating actions are in place. ELHCP partners are currently working on these aspects of the programme.

3.2 Bedford Luton and Milton Keynes STP

As outlined in *Five Year Forward View Next Steps*, the first eight Accountable Care Systems have been announced, including Bedfordshire, Luton & Milton Keynes. BLMK partners have developed a Memorandum of Understanding which consolidates partner commitments to working collaboratively to deliver the ACS vision, alongside a refreshed work plan. First wave ACS status confers upon the partners a responsibility to develop a more integrated approach to delivery at pace, and in particular to drive improvement in the national clinical priorities more rapidly, in exchange for greater flexibility and a more integrated relationship with regulators. BLMK partners have also developed delivery plans for the national clinical priorities, including mental health, for submission to NHS England.

4.0 Update on the Operational Plan 2017-19

- 4.1 The trust was required to re-submit financial information to NHSI by 27th March.
- 4.2 The trust submitted a plan that will deliver a surplus of £4.5m in 2017/18 and 4.5m in 2018/19.
- 4.3 Directorates are being asked to refresh their local operational plans.
- 4.4 The Trust is working up plans for further savings, which are predicated on external factors being addressed by local partners. Further detail is in the Finance Report.

5.0 Update on Strategic Partnership activity

5.1 Bedfordshire

The Trust has now signed a Memorandum of Understanding with Bedford Hospital NHS Trust about partnership working to deliver integrated care.

5.2 Newham

The Trust is supporting Newham GP Federation in its development, initially through the Executive Director of Commercial and Business Development conducting a scoping exercise and acting as their CEO.

5.3 City & Hackney

The City & Hackney CCG and the Local Authority have approved proposals to deliver integrated commissioning. The Trust is represented on a Transformation Board which will develop proposals for service provision.

5.4 Luton

The Trust, with local partners, is developing a proposal for commissioners about the development of integrated community services.

5.5 Tower Hamlets

The Trust has commenced providing community health services under an alliance contract which involves the Tower Hamlets Together partnerships (Barts Health, GP Federation, the local authority and ELFT).

The Tower Hamlets Together Board are considering proposals to take on delegated functions of the Tower Hamlets Clinical Commissioning Group. A two-day "away day" was held on 14-15 June in order to discuss this and other elements of the development of the partnership.

6.0 Action being requested

6.1 The Board is asked to:

- **RECEIVE** and **NOTE** the report for information