

From: Mason Fitzgerald, Director of Planning and Performance

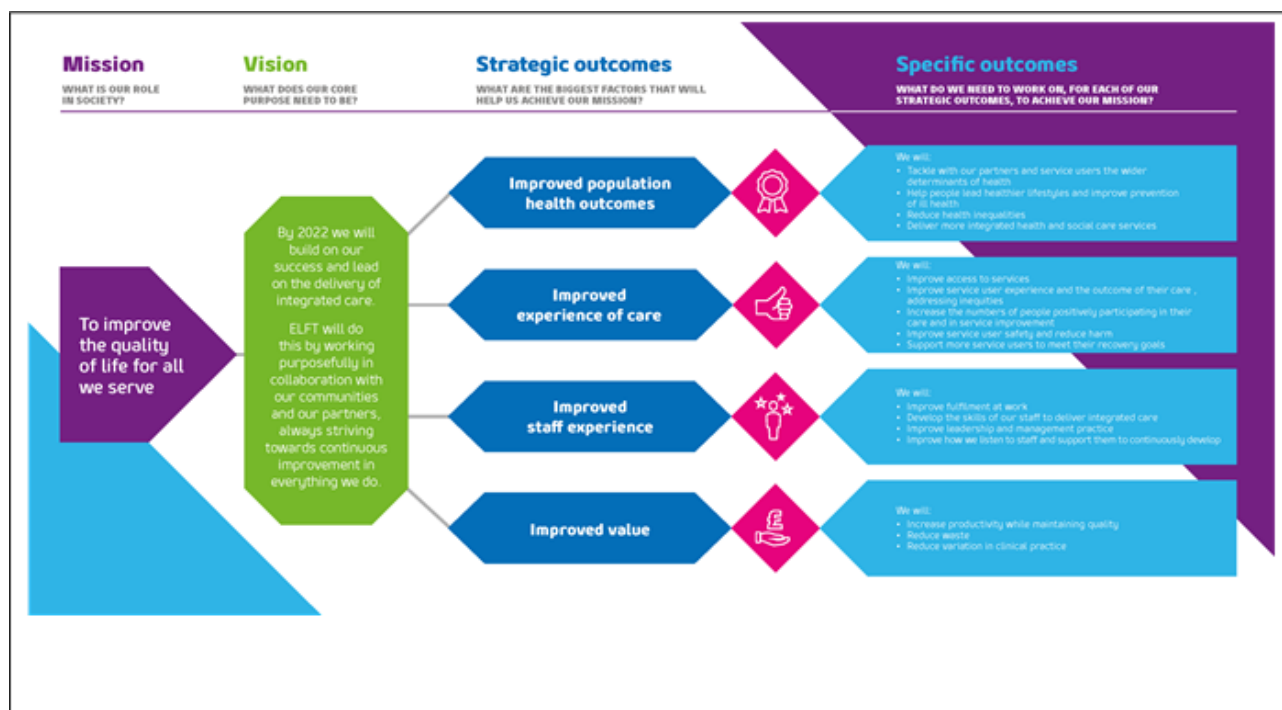
To: Council of Governors

Date: 19 July 2018

Subject: Strategic Planning Update

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 (also enclosed with papers):



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.

Agenda Item 6

3.0 Sustainability & Transformation Partnerships Update

In the Sustainability & Transformation Partnership areas, the main developments are as follows:

3.1 East London Health & Care Partnership (ELHCP, North East London STP)

The Partnership Board now meets on a quarterly basis and has not met since the last Trust Board.

3.1.1 Waltham Forest and East London System Delivery Board (WELSDB)

The Board is finalising its work plan for 2018/19, which will include oversight of and planning for transformational change where there is value in taking a cross-borough approach into 2019/20.

3.1.2 Mental Health Workstream

The ELHCP mental health workstream was successful in attracting national funding for additional perinatal care for mothers (immediately before and after birth). We are currently establishing the additional service and recruiting to the new teams in ELFT and North East London Foundation Trust (NELFT).

The workstream is currently reviewing progress and confidence in delivery against the 2018/19 Five Year Forward View for Mental Health (FYFVMH) requirements, and has identified risks in children and young people access, psychology therapy access and dementia diagnosis and physical health checks for people with serious mental illness in primary care, and is currently supporting recovery.

The workstream submitted a further response to Health Education England on plans to meet the FYFVMH requirements of 19,000 new staff nationally working in mental health by 2021, and has received positive feedback.

3.1.3 City & Hackney

City & Hackney Transformation Board is continuing to develop a neighbourhood model of care. A workshop bringing partners together to consider the role of mental health services and prevention in the neighbourhoods was held in May 2018, following which the SW1 neighbourhood has chosen to focus its development on mental health, which the Trust is supporting.

3.1.4 Newham

The Newham Wellbeing Board is currently undertaking a three month review of partnership governance, with the intention of developing a proposal for partner organisations to consider by September 2018.

3.1.5 Tower Hamlets

Tower Hamlets Together, the consortium which includes ELFT and is running community services in Tower Hamlets, is continuing to develop its approach to integrated working. In line with the Trust Strategy, the Trust is supporting Tower Hamlets Together with three population-health improvement projects, one in each of the partnership workstreams for children and young people, mostly healthy adults, and complex adults.

3.2 Bedford, Luton and Milton Keynes STP (BLMK)

As a first wave Integrated Care System, Bedfordshire Luton & Milton Keynes has submitted a signed 2018/19 Memorandum of Understanding to NHS England & NHS Improvement in which BLMK partners commit to delivering against the

Agenda Item 6

national clinical priorities including mental health (working with the national programme to develop and implement a good practice framework for mental health system working); achieving 100% coverage of primary care networks and uniformly delivering care through integrated teams to high risk groups; developing population health analytic capability.

3.2.1 Mental Health Workstream

The BLMK STP mental health workstream was successful in its bid for Wave 2 national perinatal funding, and is currently contracting for and recruiting to the new teams in ELFT and Central and North West London Foundation Trust.

The workstream has reviewed progress and confidence in delivery against the 2018/19 Five Year Forward View for Mental Health requirements, and has identified risks in children and young people access, dementia diagnosis and physical health checks for people with serious mental illness in primary care, and is currently supporting recovery. The workstream has developed a plan for 2018/19, which includes:

- Development of an STP mental health investment plan through to 2025
- Developing a model for mental health in primary care home
- Physical health checks in primary care
- Mental health crisis care pathway development
- Development support for children & young people access
- Development support for dementia diagnosis
- Development of an STP workforce plan
- FYFVMH delivery assurance.

3.2.2 Bedfordshire

The Trust continues to work with Cambridge Community Services NHS Trust, the CCG and partners to mobilise the community health services contract. In line with the Trust Strategy, the Trust is working with Central Bedfordshire partners to develop a population health improvement project in one of the Iwel Valley primary care home clusters, and is working with partners to develop a plan for the deployment of potential Sustainability & Transformation Fund support to developing a model of intervention for people with complex needs in advance of winter.

3.2.3 Luton

The Trust continues to work with Luton partners to develop the Luton Provider Alliance. Work continues to scope the potential for an Alliance Local Incentive Scheme focussed on improving outcomes for people with complex needs and/or who live in care homes.

4.0 **ELFT Five-Year Strategy**

4.1 Work continues to develop the Trust's new five-year strategy and associated operating and supporting plans.

4.2 A summary of developments is set out below:

- The 2018/19 operating plan required by NHS Improvement was submitted on 30 April. Additional submissions have been made to reflect changes to the financial control total (financial target)

Agenda Item 6

- The Trust-wide annual plan priorities have been submitted to the May Council of Governors meeting. The Council will be sent a detailed response to their feedback
- Supporting plans have been developed for Quality Assurance and Quality Improvement, and Workforce
- Work is underway to develop similar plans for Infrastructure (Information Technology and Estates), Equalities and Organisation Development
- Directorate operating plans for 2018/19 have been developed. A Directorate away-day was held on 6 July, and focused on sharing of the plans and development of ideas to improve services, staff experience and provide value for money
- The new Integrated Performance Report has been developed and includes the new dashboards, progress against annual plan priorities, and new strategic risks. Reviews of the performance and risk management frameworks are underway, in order to ensure alignment with the strategy
- Communications and engagement activity is being revised to align with the new strategy. Publication material has been refreshed, and sessions on the strategy are being incorporated into staff induction and development programmes.
- Consideration is being given to the level of programme management/improvement support required to assist in the delivery of specific work programmes, and overall governance of the programme.

6.0 Action being requested

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