

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

**To:** Council of Governors

**Date:** 22 November 2018

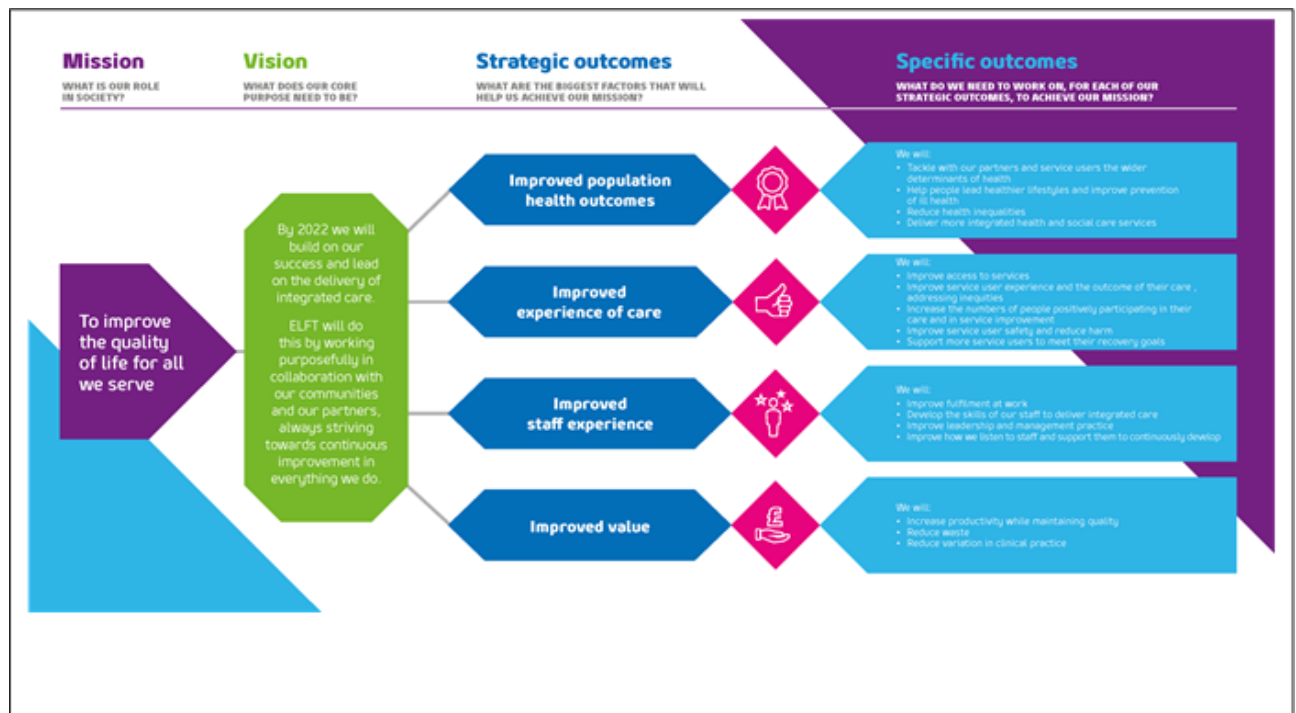
**Subject:** Strategic Planning Update

**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

## 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:



## 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 Sustainability & Transformation Partnership (STP)) (ELHCP)

The ELHCP Clinical Commissioning Groups (CCGs) have published the North East London Commissioning Alliance Commissioning Strategy which details key commissioning priorities, including for the 2019/20 planning round.

The ELHCP CEO Group has recently undertaken a rapid review of the developing integrated care arrangements in each of the place based ELHCP partnerships, and will shortly finalise a report with recommendations to further strengthen them.

### 3.2 Waltham Forest and East London (WEL) Improvement Board

Inner North East London Health and Care Partners have agreed to develop a new Improvement Board bringing together clinical and managerial leadership across Waltham Forest, Newham and Tower Hamlets to direct, have oversight of and planning for transformational change where there is value in taking a cross-borough approach into 2019/20. Dr Navina Evans will chair the new single Board which will meet for the first time in November.

### 3.3 Mental Health Workstream

The ELHCP mental health workstream has been invited by NHS England to submit expressions of interest to become Children & Young Peoples Mental Health trailblazer sites for City & Hackney and Tower Hamlets. The Trust is fully involved in developing the ELHCP response.

### 3.4 City & Hackney

City & Hackney Integrated Commissioning Board is undertaking a review of the system governance arrangements, with a report and recommendations due in November. The Trust a key partner to the City & Hackney Transformation Board, and has participated in the review. The Trust is also involved in the development of the City & Hackney Neighbourhood model of care.

### 3.5 Newham

The Newham Wellbeing Board is currently finalising interim system governance arrangements for the remainder of 2018/19, whilst planning more substantive arrangements for 2019/20 and beyond.

### 3.6 Tower Hamlets

In line with the Trust strategy, the Trust is supporting Tower Hamlets Together with three triple-aims, population-health improvement projects, one in each of the partnership workstreams for children and young people, mostly healthy adults, and complex adults.

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

There have been a number of changes in the BLMK STP team, including the departure of the STP Chief of Staff (Mark England), with cover provided by Emma Goddard. A new Director of System Transformation (Peter Howitt) and a Chief Information Officer (Mark Thomas) are now in post and will be supporting STP partners in particular to further develop Integrated Care System (ICS) infrastructure and population health management capability.

BLMK ICS commissioners have issued commissioning intentions in common, and are developing proposals for how the Integrated Care System (ICS) will support the forthcoming planning round.

### 3.8 Mental Health Workstream

The BLMK STP Mental Health Workstream continues to work on recovery plans for key areas of Five Year Forward View for Mental Health which are at risk, including dementia diagnosis rate in Bedfordshire, children and young people's mental health access in Luton, and physical health checks for people with serious mental illness across the STP.

### 3.9 Bedfordshire

Central Bedfordshire Council and NHS Bedfordshire CCG have invited the Trust to be represented at the Central Bedfordshire Health & Wellbeing Board (HWBB), along with other NHS providers. The HWBB has recently approved a new Health & Wellbeing Strategy which includes mental health as one of its three priorities. In line with the STP priority, the Central Bedfordshire and Bedford Transformation Boards are developing a proactive care management offer for a small number of people with highly complex needs. The Trust is working with partners to take this forward, with the project due to go live on 1 November.

### 3.10 Luton

In line with the STP priority, the Luton Provider Alliance has developed a proactive care management offer for a small number of people with highly complex needs. The project has gone live in phase one on 1 October. The Trust is working with partners to develop phase two, to include a mental health support offer, for January 2019.

## 4.0 **NHS strategic planning**

### **What will the NHS 10-year plan look like?**

- 4.1 NHS Executive (NHSE) has a challenge to formulate a 10-year plan which would include efficiency savings to re-invest back into patient care. The money announced by the prime minister, though, covered five years rather than 10 years. Real-term funding increases of 3.4% were promised, which is considerably more than in recent years. Some health economists pointed out that this rate of budget increase for the service was no more than what was seen in most previous decades and, in effect, would only cover the growth in patient demand.
- 4.2 A total of 19 different work streams in different policy areas are currently under way. NHS England has put out a consultation document calling for ideas and thoughts on key themes, such as early life, workforce and innovation. The clinical priorities are listed as cancer, cardiovascular and respiratory, learning disability, and autism and mental health.

### **STPs to create new five-year plans**

- 4.3 Health economies have been asked to create five-year plans by autumn 2019, to set out how they will improve services and achieve financial sustainability. The letter from Simon Stevens, CEO at NHS England, and Ian Dalton, CEO NHS Improvement (NHSI), said “sustainability and transformation partnerships and integrated care systems will be expected to develop and agree their plans during the first half of 2019-20 to enable and teams sufficient time to consider the outputs of the NHS long term plan in late autumn and the spending review 2019 capital settlement (in the spring); and to engage with patients, the public and local stakeholders before finalising the strategic plans”.
- 4.4 The request by NHSI and NHSE is to inform them within a set of parameters which they will outline with input from the Trust on how we will run our local NHS system using the available resources. The Trust will need to develop plans with the proper engagement from all parts of our local systems and that they provide robust and credible solutions for the challenges the Trust will face in caring for our local populations over the next five years. The letter also stated that organisations and

systems will first have to develop one-year operational plans for 2019-20 - a “transitional year” - and asked them to begin work this autumn on activity, capacity and efficiency planning.

- 4.5 The new five-year plans would replace those which were previously drawn up by STPs, which were based on the previous five year funding settlement to 2020-21. It was noted that the five-year commissioner allocations will be published in December and that the planning guidance will also be published in December.

#### **Commissioning intentions 2019/20**

- 4.6 The Trust has received commissioning intentions letters from local commissioners. They highlight the following main areas of development:
- Focus on delivery of mental health five-year forward view
  - Further development of Child and Adolescent Mental Health Services (CAMHS)
  - A focus on prevention, particularly in BLMK
  - Further development of Improving Access to Psychological Therapies (IAPT) services
  - Development of primary care at scale
  - Perinatal an area of investment and development in both STPs

### **5.0 ELFT Five-Year Strategy**

- 5.1 The Executive Team continue work to implement the strategy across the Trust.
- 5.2 The CEO and Director of Planning and Performance discuss the strategy at Trust induction, and staff are involved in group work to consider how to implement the strategy in their roles and teams.



- 5.3 The October visit by the Institute of Healthcare Improvement (IHI) provided a valuable opportunity for the executive team to consider progress. Executive leads for each of the four strategic outcomes (population health, experience of care, staff



experience and value for money) had sessions with Derek Feeley, IHI President and CEO. The IHI also had session with staff groups in relation to developing quality improvements projects to improve population health. Don Berwick also endorsed the Trust's approach to integrated care and population health during his session with staff.



- 5.4 This work was continued at a Directorate Management Team workshop held on 2 November at Hackney Town Hall, which was designed around the theme of population health. Each directorate was asked to plan a quality improvement project, review how we would measure progress, and consider the support required.



- 5.5 At its September meeting the Council of Governors undertook its annual review of effectiveness and annual strategic agenda planning. A good debate was had

resulting in useful ideas for improvement and an agreement to five strategic agenda items.

- 5.6 The below five strategic agenda items will be developed into a forward plan, which will be aligned to Board's own plans so that the Council directly informs our decision making. The Council also agreed that for each item, there would be two cross cutting themes that reports and presentations must address; these two themes are "How does this work impact on or affect the experience of carers and/or service users?" and "How does this work advance the Trust's work to improve equality?".

### **Strategic Themes 2018/19**

1. Achieving ELFT's Vision of **Integrated Care**
2. Improving **Staff Experience**, progress and plans
3. Progress on Partnership Approach to **Suicide Prevention**
4. **Drugs and Alcohol Services**, including supporting people with dual diagnosis
5. **Child and Adolescent Mental Health Services**, particularly given national attention and ELFTs contribution

### **6.0 Next steps**

- 6.1 Work is being done to plan an engagement exercise in the new year in order to review progress with stakeholders and plan for 2019/20. This will build on the Big Conversation and existing engagement forums (i.e. member/Governor events).
- 6.2 The dates of member/Governor engagement events are currently being finalised. These meetings are an important forum to ensure that the Trust is listening to the needs of its local communities. It will provide an opportunity for Governors to input into the strategic themes set out above, and inform discussions at Council meetings.
- 6.3 More information on the NHS 10 year plan and STP plans will be submitted to the next meeting.
- 6.4 The feedback and information will be discussed in detail at Council of Governor meetings in order to formulate views to feed back to the Board of Directors.

### **6.0 Action being requested**

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