

**From:** Mason Fitzgerald, Director of Corporate Affairs

**To:** Council of Governors

**Date:** 18 May 2017

**Subject:** Strategic Planning Update

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## **1.0 Purpose of the Report**

1.1 To provide the Council with an update on strategic planning activity in the Trust.

## **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 to 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 Update on the National Context: Emerging Themes, Policies and Initiatives**

3.1 In March 2017, the Department of Health issued 'The Government's Mandate to NHS England for 2017-18'. The mandate sets out the Government's objectives and requirements for NHS England, as well as its budget to help ensure the NHS is accountable to Parliament and the public. Every year, the Secretary of State must publish a mandate to ensure that NHS England's objectives remain up to date.

### **3.2 Headlines from NHS England (2017) *Next Steps on the NHS Five Year Forward View***

Following the mandate, the NHS England (2017) *Next Steps on the NHS Five Year Forward View* has been published, which sets out national strategy for the next two years. The document outlines progress against the triple aim to date, and notes the following priorities for 2017/18 and beyond:

- Improving Accident & Emergency performance, including upgrading the wider urgent and emergency care system so as to manage demand growth and improve patient flow in partnership with local authority social care services
- Strengthening access to high quality GP services and primary care

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- Improvements in cancer services (including performance against waiting times standards) and mental health
- Accelerate service redesign locally through Sustainability and Transformation Partnerships and Accountable Care Systems
- Focus on enablers workforce, safer care, technology and innovation.

*Next Steps* reiterates a number of national commitments already in the public domain regarding mental health, for example (by 2019):

- 24 Hour “core 24” mental health teams in nearly half acute hospitals
- 1500 mental health therapists in primary care
- 200,000 more people accessing psychological therapies
- 4 new mother and baby units, and boost beds in existing 15 units to increase capacity by 49%
- 20 new or expanded specialist perinatal services
- An extra 49,000 children and young people being treated through NHS commissioned community services
- 150-180 new Child & Adolescent specialist inpatient beds
- An extra 280,000 physical health checks for people with serious mental illness
- New Transition, Intervention and Liaison mental health services for veterans
- New specifications for mental health provision for people in secure and detained settings
- Investment in mental health provider technology through Mental Health Global Digital Exemplars.

*Next Steps* makes a clear commitment to developing integrated, accountable care:

*Our aim is to use the next several years to make the biggest national move to integrated care of any major western country*

It notes that Sustainability and Transformation Partnerships (STPs) will be developed to support system delivery of sustainability and transformation plans. It notes that STP’s will need to proactively engage clinicians to drive change and engagement with communities and patients to mobilise collective action on health creation. It notes:

- STPs are not new statutory bodies. They supplement rather than replace the accountabilities of individual organisations.
- STPs will need a basic governance and implementation ‘support chassis’ including a Board, a chair/leader (who are appointed via a formal process) and programme management support.

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- Some STPs will become Accountable Care Systems where they will get more control and freedom over the health system in their area

*Next Steps* commits to a number of initiatives to achieve financial balance to 2018/19, including:

- Free up 2000 to 3000 hospital beds by focussing on utilising the £1bn made available in the March 2017 budget to local authorities to focus on reducing delayed transfers of care
- Further clamp down on temporary staffing costs and improve productivity
- Use the NHS' procurement clout
- Get best value out of medicines and pharmacy
- Reduce avoidable demand and meet demand more appropriately
- Reduce unwarranted variation in clinical quality and efficiency
- Estates, infrastructure, capital, and clinical support services
- Cut the costs of corporate services and administration
- Collect income the NHS is owed
- Financial accountability and discipline for all trusts and commissioners

### 3.0 Update on Sustainability and Transformation Partnerships (STPs)

#### 3.1 North East London STP

The North East London STP Board has considered an outline business case for Whipps Cross development, and more generally considered estates priorities across the STP footprint. The STP was required to submit a delivery plan to NHS England by 31/3/17, which includes 56 objectives against the five STP priorities for mental health.

CCGs are being asked to hold their 1% risk reserve in order to support deficits in the acute sector.

#### 3.2 Bedford Luton and Milton Keynes STP

BLMK has been noted in *Next Steps* as a potential national pilot site for Accountable Care System (ACS) development. Work is underway in BLMK to establish the views of all system partners on the most appropriate next steps in ACS development, with interviews taking place with the senior leaders of each organisation. Work on the development of out of hospital service design is underway within each of the three STP patches. The ACS is expected to involve the development of a mental health network.

### 4.0 Update on the Trust's Operational Plan 2017-19

- 4.1 The Trust was required to re-submit financial information to NHSI by 27<sup>th</sup> March.

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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 The feedback from the consultation with members and governors was presented and discussed at a Trust-wide event in March. The key priorities identified were as follows:

- Improving communication
- Prevention and early intervention
- Ensuring access for all service users, including disabled, LGBT and older people
- Effective CAMHS services
- Integrated pathways of care and good transition arrangements
- Focus on recovery orientated practice
- Support for carers

4.4 These priorities have been incorporated into the plan, and a formal response will be submitted to the next Council meeting.

### **5.0 Update on Strategic Partnership activity**

#### 5.1 Bedfordshire

- The Trust is developing partnerships with other local providers in order to deliver high quality integrated care

#### 5.2 Newham

- The Trust will be 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 Chief Executive.

#### 5.3 City & Hackney

- The City & Hackney commissioners and the Local Authority have approved proposals to deliver integrated commissioning, including pooled budgets. The Trust will be represented on a Transformation Board which will develop proposals for service provision.

#### 5.4 Luton

- The Trust developing partnerships with other local providers in order to deliver high quality integrated care

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### 5.5 Tower Hamlets

- The Trust has commenced providing community health services under an alliance contract with involves the Tower Hamlets Together partnerships (Barts Health, GP federation, Local Authority and ELFT).

### 5.6 Meeting with NHS Improvement (NHSI)

- Lord Patrick Carter and his team visited the Trust and met with the Executive Team to discuss the operational productivity programme or Carter programme, the result of the recommendations in the Carter Review. The Trust will be participating in the development of national metrics for mental health and community health care trusts.

## 6.0 **Action being requested**

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