

From: Mason Fitzgerald, Director of Corporate Affairs
To: Council of Governors
Date: 15 March 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.

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 Revised Trust vision, mission and strategic outcomes

3.1 The Trust Board approved the new vision, mission and strategic outcomes at its meeting on 22 February 2018.

3.2 The Trust's vision is '*To improve the quality of life for all we serve*'.

3.3 The Trust's mission is that '*By 2023, we will build on our success and lead on the delivery of integrated care. ELFT will do this by working purposefully in collaboration with our communities and our partners, always striving towards continuous improvement in everything we do*'.

3.4 The Trust's strategic outcomes can be described as follows:

Staff will be empowered to meet the needs and support the aspirations of those we serve with respect, compassion and determination. Together we will ensure fulfilment at work.

Together with patients and residents we will:

1. *Improve experience of care*
2. *Improve outcomes*
3. *Improve value*

3.5 For planning purposes, these are therefore divided into four areas as follows:

Agenda Item 5

- i. Improving the experience of care*
- ii. Improving outcomes*
- iii. Improving value*
- iv. Improving the experience of staff*

4.0 Members consultation events

4.1 The Members consultation events have been used to collect views about the areas that the Trust should focus on in order to achieve the vision and missions.

4.2 Local events were held as follows:

City & Hackney (5 February 2018)

Tower Hamlets (9 February 2018)

Luton (13 February 2018)

Newham (26 February 2018)

Bedfordshire (2 March 2018)

4.3 The events were generally well attended. The following questions were asked:

Improved Patient Experience

1. What do we mean by the patient experience?
2. How is it now?
3. How would you like it to be in the future?

Improved Health of the Communities We Serve

1. What do we mean by the health of the communities we serve?
2. What are the current health issues experienced within our communities?
3. What should we do to tackle these issues?

4.4 The feedback from the individual meetings is attached.

4.5 From the individual meetings, a list of Trust-wide themes was produced. These are set out below.



Trustwide Themes

<u>Improving the Patient Experience</u>
Areas of concern and future focus:
1. Managing staff poor performance
2. Learning from complaints
3. Mental health awareness
4. Integrated care
5. Working with carers
6. Transition planning
7. Listening and empowering service users
8. Person-centred care
9. Communication and information
10. Patient choice
11. Accurate identification of need

We care

<u>Improving the Health of our Communities</u>
Areas of concern and future focus:
1. Self-care
2. Obesity, diabetes and heart disease
3. Homelessness
4. Loneliness, isolation and relationships
5. Smoking and substance misuse
6. Healthy lifestyle choices
7. Health promotion
8. Wider mental health awareness
9. Early intervention
10. Children's services
11. Volunteering
12. Unemployment

We respect

We are inclusive

- 4.6 The Trust-wide event was held on Monday, 5 March. Dr Navina Evans, CEO presented the findings from the Big Conversation exercise and Norbert Lieckfeldt, Deputy Chair, presented the feedback from the meetings.
- 4.7 Groups were then asked to identify the issues that they felt the Trust should focus on, as well as any issues that were missing.
- 4.8 From the feedback, the following priorities were identified:

Improving the patient experience

- Managing poor staff performance (often linked to learning from complaints)
- Mental health awareness (across all agencies)
- Communication and information
- Integrated/person-centred care
- Transition planning
- Patient choice (including equality of access)

Improving the health of our communities

- Healthy lifestyle choices/health promotion
- Loneliness, isolation and relationships
- Self-care
- Obesity, diabetes and heart disease
- Early intervention
- Volunteering/unemployment

Agenda Item 5

What's missing

- Recognition that poor mental health is linked to poor physical health outcomes
- More research into mental health
- Engage young people, especially young black men, and migrant/refugee communities
- Counter alienation, foster broader awareness of activities available in the community (social prescribing)
- Stigma

5.0 Next steps

- 5.1 The Council are asked to agree the list of priorities. These will be submitted to the Trust Board for inclusion in the Trust strategy.
- 5.2 A formal response to each of the Trust-wide themes will be developed and submitted to the next Council meeting.
- 5.3 The priorities will be used to shape the Council agenda over the course of the coming year so that the Council can hold the Trust to account for progress against the priorities.
- 5.4 Progress will also be reported at Borough Members Meetings.

6.0 Action being requested

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