

From: Mason Fitzgerald, Director of Planning and Performance
To: Council of Governors
Date: 17 May 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 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 In the Sustainability & Transformation Partnership areas, the main developments are as follows:

3.1.1 North East London

- An estate plan has been developed
- A bid to be a local health and care record exemplar has been submitted
- A bid for Individual Placement Support services funding has been successful
- A bid for perinatal services funding has been successful
- Plans to deliver the mental health five-year forward view have been developed.

3.1.2 City & Hackney

The 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 on 3 May 2018.

3.1.3 Newham

The Newham Provider Alliance, to which the Trust is a partner, is currently collaborating to redesign community health services.

Agenda Item 6

3.1.4 Tower Hamlets

Tower Hamlets Together, to which the Trust is a partner, has developed a new governance framework which brings together commissioners and providers to plan and deliver services in a more integrated way. The Tower Hamlets Together Board supports the Health & Wellbeing Board with delivering its responsibilities for integration, and supporting the Clinical Commissioning Board with its responsibilities for system management and developing commissioning strategy.

The Trust is supporting Tower Hamlets Together with a population-health improvement project.

3.1.5 Bedford, Luton & Milton Keynes

- A “primary care home” model has been developed
- A bid for Individual Placement Support services funding has been successful
- A bid for perinatal services funding has been successful
- Plans to deliver the mental health five-year forward view have been developed

3.1.6 Bedfordshire

The Trust continues to work with Cambridge Community Services NHS Trust, the Clinical Commissioning Group and partners to mobilise the community health services contract.

3.1.7 Luton

The Trust continues to work with Luton partners to develop the Luton Provider Alliance. Work is now underway 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 The Trust Board has approved, at its February 2018 meeting, a new vision and mission for the organisation.

4.2 The Trust’s strategy covers a five-year period (2018-2022), with outcomes to be achieved over that period. Detailed work continues in order to map out the work programmes that will take place over that period, taking account of all the consultation feedback that has been received. This is being captured in a strategy document that should be completed by the end of June 2018.

4.3 2018/19 represents Year 1 of the strategy, and work has taken place to identify the key annual priorities at Trust-wide level, and taking account of the feedback received from the consultations that have taken place with staff, patients, carers, members and governors.

4.4 The annual priorities are set out below. Specific priorities that were identified by the Council are in relation to the development of employment services, improving physical health, improving access to services, empowering patients, and leadership development for staff.

Agenda Item 6

Strategic outcome 1: Improved population health outcomes

<i>Annual Priority:</i>	<i>Description of work:</i>
Identifying, developing / collecting the full range of measures for this outcome, and agreeing associated workstreams	The Trust does not currently have the information for many metrics relevant to this outcome, and must also consider which areas are most important for focused workstreams
Undertaking projects in Tower Hamlets and Bedfordshire to improve health for specific groups	The Trust has commenced working with partners in Tower Hamlets and in Bedfordshire, utilising quality improvement methodology, to improve outcomes for selected population groups (i.e. reduction in hospital admission for children with asthma in Tower Hamlets)
Developing employment services	The Trust has been successful in obtaining funding for development of Individual Placement Support services, and will establish these services in 2018, as well as building on the success of recovery colleges and other work in this area
Delivering a physical health plan for people with serious mental illness, including improved smoking interventions	The work set out in the Trust's Physical Health plan, as well as CQUIN (commissioning for quality and innovation) plans will be priority areas of work for the year

Strategic outcome 2: Improved patient experience

<i>Annual Priority:</i>	<i>Description of work:</i>
Implementing patient reported outcome measures across services	The Trust currently uses patient reported outcomes in some services. This will be expanded across a wider range of mental health and community health services
Increased people participation in service planning and delivery	We plan to increase involvement in local services, in quality improvement projects, and also increase the number of peer support workers
Improving access to services	Continue to improve access and flow across Children and Adolescent mental health services and psychological therapy services in the Trust, as part of the Quality Improvement programme
Patients will be more empowered	Implementation of the recovery approach, reduction of restrictive practice and violence

Agenda Item 6

Strategic outcome 3: Improved staff experience

<i>Annual Priority:</i>	<i>Description of work:</i>
Delivery of a revised leadership programme	The Trust has reviewed its leadership programmes and plans to deliver a more equitable range of courses, and incorporating principles regarding integrated care and system leadership in all programmes
Developing core competencies for community health staff to deliver integrated care	The Trust has received funding to develop a set of core competencies for the delivery of integrated care in community health services. The learning will be used to inform competencies for all staff for Year 2.
Deliver specific workstreams to address issues of staff experience	Deliver a revised health and wellbeing plan for staff, and scale up the Enjoying Work Quality Improvement project to 30 teams across the Trust
Deliver the revised workforce equalities plan	The Trust is currently revising its Equalities Strategy, and the workforce component of this will specifically address areas of staff experience

Strategic outcome 4: Improved value

<i>Annual Priority:</i>	<i>Description of work:</i>
Developing a data visualisation platform	Develop a platform on which key data is available in real time to staff
Utilisation of mobile working	Roll-out of mobile working solutions for the Trust's main clinical systems
Delivering the efficiency savings programme	Identifying an additional £6m of cash releasing efficiency savings and delivering to plan
Increased space utilisation	Further reduction of floor space per member of staff through modern working and estates utilisation

5.0 Next steps

- 5.1 A full response to the feedback from the members and the Council will be submitted to the next meeting, and will indicate where priorities have been incorporated into the Five-Year Strategy.
- 5.2 Progress against the annual priorities will be reported to the Council during the year.

Agenda Item 6

6.0 Action being requested

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