

## Whittington Health Trust Board

5 November 2014

<b>Title:</b>	Strategy Development Update 2014-19						
<b>Agenda item:</b>	<b>14/160</b>		<b>Paper</b>			<b>5</b>	
<b>Action requested:</b>	For discussion and comment						
<b>Executive Summary:</b>	<p>This paper updates the Trust Board on progress in developing the new Trust Strategy for the next five years, and aligning the business plans for the next two years.</p> <p>The process is being completed within an ambitious timescale and is still on target to produce a draft clinical strategy in December.</p>						
<b>Summary of recommendations:</b>							
<b>Fit with WH strategy:</b>	This paper contributes to the future strategy currently being developed.						
<b>Reference to related / other documents:</b>							
<b>Reference to areas of risk and corporate risks on the Board Assurance Framework:</b>							
<b>Date paper completed:</b>	22 October 2014						
<b>Author name and title:</b>	Richard Ellis Director of Planning			<b>Director name and title:</b>	Siobhan Harrington Director of Strategy		
<b>Date paper seen by EC</b>		<b>Equality Impact Assessment complete?</b>		<b>Risk assessment undertaken?</b>		<b>Legal advice received?</b>	



## 1) Introduction

Whittington Health submitted a five year plan to the NHS Trust Development Agency (TDA) at the start of June, as part of the operational planning process. This included:

- A summary five year plan
- Integrated Business Plan (IBP “lite”)
- Long Term Financial Model (LTFM)

The TDA agreed that these documents were considered “work in progress”, recognising that more work would be required later in the year.

This paper summarises the further work that has been undertaken, and the process by which the Trust clinical strategy and updated plans will be agreed.

## 2) Context

Three key documents have recently been published which will inform the development of the Trust strategy in some respect:

- **London Health Commission – Better Health for London Report** (October 2014)  
The Lord Darzi chaired commission reported on the key issues facing the London health economy and suggested a number of changes to the health and care system.
- **Monitor – Strategy Development: a toolkit for NHS Providers** (October 2014)  
Outlines a system for strategy development which aligns with the process we have instigated.
- **NHS England – NHS Five Year Forward View** (October 2014)  
Setting out a vision for the future, why change is needed, what that change might look like and how we achieve it.

## 3) Strategic planning

Whittington Health was established in April 2011 following the merger of The Whittington Hospital NHS Trust with NHS Islington and NHS Haringey community health services. A clinical strategy was developed and published in 2012. There was a listening exercise in 2013 when the clinical strategy was revised.

In 2014, having developed some of our integrated care services, the time is right with a new Trust Board and Executive Team to engage with colleagues, stakeholders and our local people on our strategy for the next five years.

A Clinical Strategy Group (CSG) has been formed to oversee the development of the Trust strategy. The CSG is a task and finish group reporting to the Trust Management Group. It meets on a fortnightly basis to ensure the necessary clinical leadership and pace of the strategy. Regular updates are provided to Trust Board seminars.

### **3.1 Strategy development**

We have engaged the support of The King's Fund to help us develop our overall strategy. The King's Fund is an independent charity working to improve health and health care in England which has been involved and influential in the development of integrated care.

The initial stage has been a review of our progress to date on our integrated care journey. Face-to-face telephone and group interviews with colleagues and key partners, alongside a desktop document review, informed this analysis. This was played back to a number of colleagues and key stakeholders at an event with The Kings Fund in early October.

Building upon their experience and understanding of other trusts in the UK and abroad, The Kings Fund identified some key areas of opportunity and development for the organisation and have helped to refine some of the narrative around the strategy. Their recommendations were for us to focus on five key enablers to support further the development of integrated care that they believe will have the greatest impact. These were:

1. A shared narrative for integrated care
2. Shared leadership across whole system working
3. Identification of key population groups and service areas
4. Aligned incentives to support integrated working
5. Information sharing and the use of technology

All five areas are being progressed and the work over the next six weeks will primarily ensure that we have a clear narrative for integrated care across the organisation.

The Clinical Strategy Group have continued to meet and further develop the draft Strategic Framework. This will be brought back to the December board and include revised:

- Mission and vision statements
- Strategic themes and goals
- Key strategies and plans to support delivery of the goals
- A planned roll-out of the new organisational values

This, alongside a range of work with colleagues, key stakeholders and the community, will provide the foundation to write the new clinical strategy by mid-December and ultimately our Integrated Business Plan by March 2015.

### **3.2 Stakeholder engagement**

A key feature in the development of the strategy has been, and continues to be, active engagement with all our key stakeholders. A comprehensive plan, identifying key interested parties and how they can be involved in the development of the strategy, has been developed, to ensure a wide input and ownership of the plan.

- Workshops involving senior clinicians and managers, along with key partners, will focus on specific population groupings who place a high demand on our services. They will consider what our services should be for these groups over the next five years.

- Ongoing engagement with colleagues will be via normal team meetings, with specific time allotted to discussion around the service's contribution to the strategic plan, and what the priorities should be.
- Monthly meetings have been arranged to update our governors on the developing strategy and to discuss their role in engaging more widely within the community on our future developments.
- A series of five 'health conversations' are being staged across Islington and Haringey in November. The events are for our local community and anyone interested in Whittington Health to give their health priorities, concerns and suggestions. We are also looking for people who are passionate about our services and have experienced our care to become our patient champions. Our new champions will help us develop our strategy and tell our story. The national NHS patient champion Ashley Brooks will be joining us for two of the events. The dates are listed below:
  - Tuesday 4 November (1.30pm - 3.30pm) – Hornsey Central Neighbourhood Health Centre
  - Wednesday 12 November (2pm - 4pm) – Holloway Community Health Centre
  - Wednesday 19 November (12.30pm - 2.30pm) – Lordship Lane Primary Care Centre
  - Monday 24 November (10am - 12 noon) – Whittington Education Centre, The Whittington Hospital (Attended by Ashley Brooks)
  - Tuesday 25 November (2pm – 4pm) – Michael Palin Centre (Attended by Ashley Brooks)
- Engagement with our commissioners, local authorities and other key partners will be at scheduled meetings, including the Transformation Board, the Integrated Care Programme Board and overview and scrutiny committees.
- Further meetings to discuss our strategy are being planned with local MPs and community groups.
- We are also using a number of other channels to promote the development of our strategy including:
  - Trust website, publications and bulletins
  - Intranet
  - Chief Executive monthly briefings
  - Social media
  - Stakeholder websites and bulletins
  - Community websites and bulletins

#### **4) Business planning**

Alongside the review of the Trust's strategy, we have been developing our Business Plan to cover the next two years. This aligns our activity, corporate resources and financial implications with our Strategic Plan.

Business plans are being developed through specialty and service lines, and aggregated to divisional level. They will also inform requirements of corporate service areas.

All service and divisional plans will feed into the financial planning and budget setting timetable. The consolidated business plans will need to demonstrate the financial viability of the Trust and dovetail with the Long Term Financial Model (LTFM).

### **5) Integrated Business Plan (IBP)**

The IBP will consolidate the Trust Strategy with the commentary around the business plans. It will support the LTFM, providing the narrative on how we will balance our financial position. The IBP will require approval by the Trust Board in March 2015, having been shared with commissioners and key partners. It will be submitted to the TDA by the end of March 2015.

### **6) Long Term Financial Model (LTFM)**

The LTFM, as submitted in June, will need to be adjusted to reflect all the strategic and business planning work outlined above.

The TDA have accelerated the timescale for the LTFM to be submitted. It now needs to be submitted by mid December 2014, and the finance team are revising the timetable accordingly.

It is envisaged that the submission in December will be a draft LTFM, with the final, more detailed version being submitted in March 2015.

### **7) Action required**

The Trust Board is asked to:

- Note the progress being made on the development of the Trust's strategy
- Note the business planning process that is underway.