

### Report from the Governors' Strategy Committee

<b>Council of Governors</b>	<b>Item: 8</b>
<b>22 January 2019</b>	<b>Enclosure: D</b>
<b>Purpose of the Report:</b> To provide the Council with a summary of discussions from the meeting of the Governors' Strategy Committee held on 8 <sup>th</sup> January 2019.	
<b>For: Information</b> <input checked="" type="checkbox"/> <b>Assurance</b> <input checked="" type="checkbox"/> <b>Discussion and input</b> <input checked="" type="checkbox"/> <b>Decision/approval</b> <input type="checkbox"/>	
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<b>Recommendations:</b> Council members are asked to <b>note</b> the report from the Committee.	

## Strategy Committee - January 2019 Update

The 16<sup>th</sup> meeting of the Strategy Committee took place on the 8<sup>th</sup> January 2019.

**The agenda items were:** Review the Terms of Reference, 2019-20 Context and Approach to Business Planning, the Patient First Programme and 2019-20 Trust Objectives

Key Issues Discussed	Highlights
<p><b>Review of the Terms of Reference</b></p>	<p>The Chair invited comments on the draft Terms of Reference which had been circulated to the Committee in advance of the meeting.</p> <p>A number of points were discussed regarding the duties of the Committee. It was agreed that the Trust Chairman would discuss further with the lead governor outside of the meeting.</p>
<p><b>2019-20 Context and Approach to Business Planning</b></p>	<p>Denise Madden and Clover Fernandez presented the Committee with an overview of the context and approach to Business Planning for 2019-20.</p> <p><b>Setting the Context</b></p> <p>A summary of the NHSI Planning Guidance Part 1 was provided, noting that Part 2 of the guidance is expected in early January 2019 which is expected to provide further detail around on the financial architecture and details of the key milestones for 2019-20 based on the NHS Long Term Plan. The key areas of focus in the Part 1 guidance are:</p> <ul style="list-style-type: none"> <li>• <b>System Planning</b> - the requirement to produce organisational level and Sustainability and Transformation Partnership (STP) system level plans for 2019/20</li> <li>• <b>Productivity and efficiency</b> – with a minimum efficiency requirement of 1.1% per year over the next 5 years. The Committee were informed that the Trust's efficiency requirement would be higher than the proposed minimum. Plans should focus on efficiency opportunities identified through the Lord Carter Report, Model Hospital metrics and the Getting it Right First Time analysis.</li> <li>• <b>Workforce</b> – plans to reflect actions being taken around retention, planned reductions in bank and locum use and measures to improve productivity and implement transformation through new roles and ways of working</li> </ul> <p>The NHSI Planning timeline sets out the requirement to submit draft operating plans in mid-February 2019, final operating plans in early April 2019 and 5 year system level plans to be agreed by all organisations by Autumn 2019.</p> <p>Following the publication of the NHS Long Term Plan on 7<sup>th</sup> January 2019, the Committee was provided with high level summary of the key elements of the plan:</p> <ol style="list-style-type: none"> <li>1. New service models offering patients more options, better support including joined-up care at the right time in the optimal care setting</li> </ol>

	<ol style="list-style-type: none"> <li>2. New funding to strengthen the NHS’ contribution to prevention and health inequalities</li> <li>3. Focus on care quality and outcomes for children and young people and better care for those with major health conditions</li> <li>4. Plans to tackle current workforce pressures ensuring staff are supported</li> <li>5. Making better use of data and digital technology</li> <li>6. Plans to put the NHS back into a financially sustainable position</li> </ol> <p>The next steps for the Long Term Plan are to support the development local system plans so as to implement the commitments set out within it; consider possible legislative changes to support more rapid progress against the plan and to engage with a wide range of stakeholders through the establishment of an NHS Assembly in early 2019.</p> <p><b>Implications for Business Planning</b></p> <p>The implications for financial planning will be underpinned by the details of the Part 2 guidance yet to be received but based on the current tariff consultation, it appears that funding will be moving away from London to the regions and on this basis it is reasonable to assume that the financial challenges in 2019-20 will be similar to those in 2018/19.</p> <p>The implications for other priorities included integration and working across boroughs to bring planning and service delivery together; having a greater focus on Population Health needs; the transformation of outpatients, developing borough based Health and Care Plans and the improving the use of technology and data.</p> <p><b>Approach</b></p> <p>An overview of the approach to Business Planning was presented highlighting the key activities that are underway including developing the Trust Objectives, agreeing budgets with service lines, developing financial improvement plans locally and at a system level, developing workforce plans, which will be concluding in March 2019 in line with the final operating plan submission deadline in April 2019.</p> <p>The Committee acknowledged the tight timeframes in which to develop both organisational and system level plans in line with the national timetable and the implications for the Trust regarding implementing the commitments set out in the NHS Long Term Plan.</p> <p>It was agreed the Committee would meet in March 2019 to review the operating plan in advance of the Council of Governor’s meeting in March 2019.</p>
<p><b>Patient First Programme and 2019-20 Trust Objectives</b></p>	<p>Rachel Benton and Jonathan Grellier presented the Committee with an overview of the Trust’s Patient First Improvement Programme and the draft 2019-20 Trust Objectives.</p> <p>It was highlighted to the Committee that a different approach had been taken in developing the trust’s objectives for 2019/20 from previous years. This was to reflect the need to embed a consistent and systematic approach to improvement across the</p>

	<p>organisation as an enabler of achieving excellence and build further on the CQC rating of outstanding.</p> <p>The development of the Patient First Programme was informed both by successful improvement initiatives elsewhere and an internal process of engagement with the Board and Senior Leaders. The Programme is underpinned by 4 core strategic themes:</p> <ul style="list-style-type: none"> <li>• Quality</li> <li>• Our People</li> <li>• Systems and Partnerships</li> <li>• Sustainability</li> </ul> <p>Each theme has a corresponding 3 – 5 year goal, with supporting breakthrough objectives for 2019/20 objectives.</p> <p>The Committee were supportive of the approach and very pleased with the focus on 'Patient First'. The Committee's comments included:</p> <ul style="list-style-type: none"> <li>• More emphasis on communication with patients. The Committee were advised that the process of communication underpins the Patient First Programme, plus the Quality Priorities includes an emphasis on engagement with patients.</li> <li>• Inclusion of measures to support staff progression. The Committee were advised that a key element of the Workforce Strategy for 2019/20 was to review Band 2 pay rates and develop career 'escalators' to support career progression.</li> <li>• Suggested amendment to the 2019/20 objectives regarding the wording of the objective on cancer to include 'patients on the cancer pathway' which was agreed.</li> </ul> <p>The Committee supported the approach overall and the development of the 'roadmap' for the 3-5 year transformation and would be interested to see the key milestones identified.</p> <p>Members of the Committee were offered the opportunity to feedback any further comments or suggestions in advance of the Council of Governor's meeting in January 2019.</p> <p>The Committee were advised that Trust Objectives would be shared with the Council of Governors in March 2019 prior to approval by the Trust Board at the end of January 2019.</p>
<p><b>Date of next meeting</b></p>	<p>The next meeting of the Committee is to take place in March 2019.</p>