MANCHESTER UNIVERSITY NHS FOUNDATION TRUST

BOARD OF DIRECTORS (PUBLIC)

Report of:	Director of Strategy
Paper prepared by:	Director of Strategy
Date of paper:	1st May 2018
Subject:	Strategic Development Update
Purpose of Report:	Indicate which by ✓ • Information to note ✓ • Support • Resolution • Approval
Consideration of Risk against Key Priorities:	All individual strategic developments are risk assessed and monitored through the Board Assurance and Risk Management processes.
Recommendations:	The Board of Directors is asked to note progress and the current position in relation to the following key strategic areas: - Discussions at GM Health & Care Partnership Executive of particular relevance to MFT around urgent and emergency care, children's services and adult social care, and the range of projects that fall within the Theme 3 Transformation programme. - Changes to the annual planning process for 2018/19 and progress in relation to the development of the Hospital / MCS and over-arching MFT Annual Plans - Progress on the development of an overarching group service strategy and underpinning clinical service strategies for the organisation.
Contact:	Name: Darren Banks, Director of Strategy Tel: 0161 276 5676

Introduction

The purpose of this paper is to update the Board of Directors in relation to the strategic issues that we are currently progressing.

1. Greater Manchester

The GM Health and Care Partnership Executive (formerly known as SPB E) met on 19th April. Key items discussed relevant to MFT included:

Improving urgent and emergency care across Greater Manchester

The Partnership have produced a Q1 improvement plan to improve performance against the 4 hour A&E wait by June.

A Greater Manchester Urgent and Emergency Care Improvement Task and Finish Group has been established and four transformation work stream groups:

- Stay Well
- Home First
- Patient Flow
- Discharge & Recovery

Children's Health and Wellbeing Framework

A framework for Children's Health and Well-being is being developed by the Greater Manchester Children's Health and Wellbeing Board. The framework will bring together all major transformational work affecting children's services currently underway across GM organisations.

As part of the framework, a number of high level strategic objectives have been developed, with two of these being prioritised for the first wave:

- Children and Young People's Mental Health
- Early Life Course and School Readiness

Adult Social Care Transformation

A full delivery plan for adult social care transformation was approved by the Greater Manchester Health and Care Partnership Executive in October 2017 and ratified by the Joint Commissioning Board the following month. The Provider Federation Board is supporting work to improve this by producing the first draft of social metrics that are considered most useful to providers. A senior social care analyst has also been appointed to support this work. At the same time, the ongoing urgent and emergency care data work is looking at including relevant adult social care data.

Theme 3 transformation

New projects now being taken forward within the programme include cardiac, respiratory and critical care and anaesthetics. Clinical leads are currently being recruited for these projects.

Table 1 on the following page summarises the current status of the Theme 3 projects.

Table 1: Summary of Theme 3 transformation projects

	Implementation				Transformation								
Lead	MFT			SRFT	MFT			SRFT	SFT	WWL	MFT & BFT	MFT	ODN[1]
	Healthier Together	Urology cancer	Gynae* cancer	OG cancer	Vascular	Breast cancer	Paeds	INRU	Benign urology	Ortho MSK	Cardiac	Resp	Critical care & anaesthetics
Case for change	√	√	√	√	√	√	√	√	√	√			
Co-dependencies and clinical standards	√	√	√	√	√	√		√		√			
ECAP submission	√	√	√	√	√	√		√		√			
Models of care	√	√	√	√				√					
Options appraisal	√	√	√	√									
Implementation	√	√	√	√									

2. Manchester and Trafford

Trafford CCG

Trafford CCG has now merged with Trafford Council and the new organisation is to be known as Trafford Together for Health and Social Care. Theresa Grant, Chief Executive of Trafford Council, has been appointed as the Accountable Officer, while Sara Radcliffe has been appointed as Director of Commissioning for Health and Social Care.

3. MFT

Annual planning

For 2018/19, the annual planning process has been amended to reflect the revised organisational structure and leadership arrangements.

The vision and strategic aims which set out what we would want the organisation to look like in the longer term have been set at the MFT group level. However the key priorities, i.e. the 'must-dos' for the coming year, have been set by each Hospital / Managed Clinical Service and have formed the basis of the Annual Plans that they are each developing. This ensures that we have alignment across the group, at the same time as giving the Hospital / Managed Clinical Services the autonomy to decide on what their priorities should be based on their own local circumstances. First drafts of the Annual Plans have been submitted and are being reviewed by Executive Directors and final plans will be produced by 27 April 2018.

We are developing an overarching MFT Operational Plan. This will describe the context for the whole organisation and the plans for 20018/19 for each of the corporate departments. It will be similar to the Annual Plan that we have been required to submit to NHS Improvement in previous years. However because the 2017/18 Annual Plan was a 2-year plan covering 2017/18 and 2018/19, NHS I does not require a new comprehensive trust level annual plan this year.

[1] ODN: Operational Delivery Network

Service strategy development

Programme Leadership and Management

Dr Jane Eddleston has been appointed as the overall Clinical Lead for the Programme as part of her role as Deputy Medical Director.

A Service Strategy Steering Group is being established to oversee the programme. It will be chaired by the clinical lead and will be responsible for ensuring alignment across service strategies, quality assuring the deliverables and considering alignment with external work programmes such as GM theme 3 and NHS England commissioning specification requirements. The full membership is to be finalised but will include clinical leads and the programme support team.

Overarching Group Service Strategy
It has been agreed that the Group Service Strategy Committee (GSSC) will oversee the development of the over-arching group service strategy. Further work has been undertaken to define the questions that we expect to be answered through the programme and which will form the basis of the strategy. We are currently seeking feedback on this from GSSC members and other senior leaders from across the organisation.

Clinical Service Strategies
The service groupings and the allocation of services to waves have now been completed. We are in the process of appointing clinical leads for each of the six services within wave one. We expect the output for the service strategies to vary dependent on how far work has already progressed and on what the specific issues are for that service.

Alignment with other work streams
Regular meetings take place with the Transformation and the Single Hospital Service teams to ensure that the strategy work aligns with other work that is underway.

4. Actions / Recommendations

The Board of Directors is asked to note progress and the current position in relation to the following key strategic areas:

- Discussions at GM Health & Care Partnership Executive of particular relevance to MFT around urgent and emergency care, children's services and adult social care, and the range of projects that fall within the Theme 3 Transformation programme.
- Changes to the annual planning process for 2018/19 and progress in relation to the development of the Hospital / MCS and over-arching MFT Annual Plans
- Progress on the development of an overarching group service strategy and underpinning clinical service strategies for the organisation.