

Inspected and rated

Outstanding ☆



East London
NHS Foundation Trust

East London NHS Foundation Trust

Summary of Annual Report and Accounts 2018 - 2019



**We care
We respect
We are inclusive**



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FOREWORD

By Chief Executive, Dr Navina Evans, and Trust Chair, Marie Gabriel CBE

The last 12 months has seen ELFT expand, both in terms of the services we offer but also in terms of a new shared ambition.

We welcomed a number of new teams into ELFT. Bedfordshire Community Health Services joined the Trust on 1 April 2018 meaning that we now provide community health and mental health care in three areas. This will enable us to provide joined-up care more easily as we are all one.

We were also pleased to welcome new staff in the Tower Hamlets Talking Therapies Team and City and Hackney's Integrated Community Learning Disabilities Service.

And in January 2019, we entered into a unique partnership with Compass Wellbeing CIC, a Tower Hamlets-based social enterprise that delivers health services to the borough.

In addition we have benefitted from a new focus and investment in Children's Mental Health Services, Perinatal Mental Health and in Crisis Services and therefore have been able to develop more responsive services.

Barnet Speech and Language Service, the Luton Wellbeing Service and Newham's Wheelchair Service left the ELFT fold. All have moved to new provider organisations and we wish all those involved every success.

The big news for us has been the launch of ELFT's new strategy. Following on from our 'Big Conversation', we have been able to develop an ambitious strategy to improve the health of the communities we serve and take the lead in providing more integrated care. The Trust's vision is to make a positive difference to people's lives and to achieve this by providing the highest quality mental health, primary and community care to our local communities. Achieving this vision means staying true to our values and working together as a team with service users, carers and partners. The NHS Long Term Plan published in January 2019, mirrors the ambitions we aspire to in ELFT. Work is well underway to provide truly integrated care, improve population health and continuously improve the quality of the care we provide.

There is a renewed focus on improving staff experience and enabling increased and meaningful participation in all aspects of our work by people with lived experience. One of the ways in which ELFT is working to improve staff experience is through the Quality Improvement Enjoying Work priority area. This has the goal of fostering joyful places to work using quality improvement methods, leadership models, team building exercises and other tools and methods. ELFT has a passion for listening to our service users and

carers. It is this approach that has contributed to our 'Outstanding' CQC rating. We want to take this further. For nearly nine years we have utilised our service user led standards to drive up quality and experience. We are now taking the next natural step as we have developed our new accreditation process, led by our service users and carers alongside our staff. This programme uses standards designed by our service users which are applicable to all services. This innovation will lead the way to better quality and experience. We are incredibly grateful for the input, enthusiasm and support of all the service users, carers and staff.

Our Vision

By 2022, we will build on our success and lead on the delivery of integrated care. We will do this by working purposefully in collaboration with our communities and our partners, always striving towards continuous improvement in everything we do.

Our Mission

Our mission is to improve the quality of life for all we serve. Drawing upon our expertise as a high-quality provider of mental health and community health services for diverse and complex communities, across a large geographical footprint, we aim to make a more significant impact upon the lives of our service users by focusing more widely on their health outcomes and all that that may entail.

Our Values

- We care:** Everyone is entitled to the highest quality care.
- We respect:** Everyone should be treated with kindness and respect.
- We are inclusive:** Everyone should have access to our services when they need them, and we actively seek suggestions from all on how we can improve.



Dr Navina Evans, Chief Executive and Marie Gabriel, Chair

Annual Report Summary 2018-19

This booklet is a summary of ELFT's Annual Report and Accounts for 2018-2019. You can find the full report on the ELFT website: www.elft.nhs.uk in the 'Publications' section.

ELFT in a Nutshell

ELFT provides local services to an East London population of 820,000 (The City of London, and the London boroughs of Tower Hamlets, Hackney and Newham) and to a Bedfordshire and Luton population of 630,000. We provide Forensic Services to a population of 1.5 million in North East London. East London and Luton are among the most culturally diverse parts of the country but are also among the most deprived areas. Bedfordshire is a predominantly rural area with some of the most affluent communities in the

country living alongside some of the most low income and deprived groups.

We were rated 'Outstanding' by the Care Quality Commission in September 2016, and were proud to be rated 'Outstanding' again in April 2018. We operate from over 115 community and in-patient sites, employ almost 5,500 permanent staff and have an annual income of £414 million.



Overall Performance of the Trust in 2018-2019

Category	Indicator	Performance
NHS Improvement	Single Oversight Framework segmentation (1-4 with 1 being the best)	1
Care Quality Commission	Overall rating (either "inadequate", "requires improvement", "good" or "outstanding")	Outstanding
National targets	National targets relevant to mental health and community services	Fully compliant



Trust Retains 'Outstanding' CQC Rating

The Trust retained its 'Outstanding' rating from the Care Quality Commission after inspectors visited the Trust in March and April 2018. They assessed the quality of three core mental health services:

- Community mental health services for people with learning disabilities or autism
- Wards for people with learning disabilities or autism
- Forensic inpatient/secure wards.

Inspectors also looked specifically at management and leadership to answer the key question: Is the trust well-led? The Trust's overall rating remains 'Outstanding'. The CQC has also rated the Trust as Outstanding for being caring, responsive to people's needs and well-led and as 'Good' for being safe and effective. Of note is that forensic services moved from a 'Good' rating to an 'Outstanding' CQC rating.

New Five Year Strategy

On 23 April 2019, the Trust launched its five-year strategy, the culmination of over 100 focus groups with staff, Governors, service users and carers in our 'Big Conversation' where we asked participants to think about what they thought the direction of travel for the Trust should be, our objectives and priorities.

The strategy states that the purpose of the Trust is to 'improve the quality of life for all we serve' and our overarching objective is that by 2022 we will build on our success and lead on the delivery of integrated care. We will do this by working purposefully in collaboration with our communities and partners,

always striving towards continuous improvements in everything we do.

These statements will help us to focus on the future and ensure that everything we do connect to these aspirations.

Following on from this work, we have agreed four strategic goals. These are:

- Improved population health outcomes
- Improved experience of care
- Improved staff experience
- Improved value.

Mission

WHAT IS OUR ROLE IN SOCIETY?

Vision

WHAT DOES OUR CORE PURPOSE NEED TO BE?

Strategic outcomes

WHAT ARE THE BIGGEST FACTORS THAT WILL HELP US ACHIEVE OUR MISSION?



We care We respect We are inclusive

Norfolk and Suffolk Foundation Trust

In January 2019, Marie Gabriel CBE was appointed as Chair of Norfolk and Suffolk NHS Foundation Trust (NSFT). Marie continues in her role as Chair of ELFT. The appointment is part of a broadened package of support to make sustainable quality improvements for patients, service users and their families working with staff, service users and stakeholders.

Opening of Robert Dolan House

On 5 October 2018 over 80 guests attended the renaming of ELFT's headquarters at Alie Street in Aldgate, in honour of Dr Robert Dolan, Chief Executive of the Trust from 2010 to 2016.

Dr Dolan was a highly regarded clinician and leader, and a national figure in the field of forensic mental health services. He is credited with taking the Trust to its 'Outstanding' rating for the quality of its services and for being financially viable.

CBE for ELFT Chair

The Trust's Chair Marie Gabriel was awarded a CBE in the Queen's Birthday Honours in recognition of her services to the NHS and dedication to promoting equality both nationally and internationally, engendering a culture of working with patients, supporting equality and improving services.

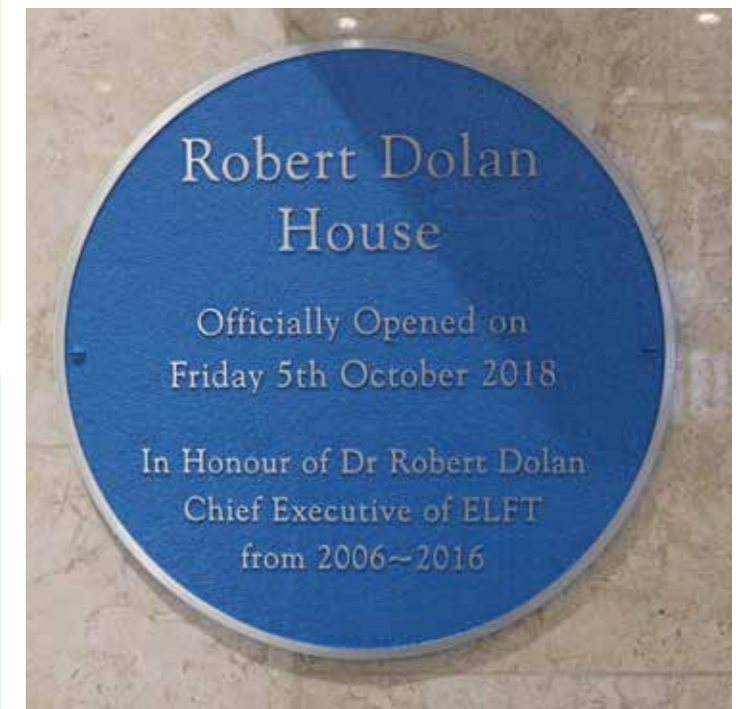
A Woman of Influence: Dr Navina Evans

Chief Executive, Dr Navina Evans was recognised as one of the most influential people in health, according to the Health Service Journal (HSJ). She came in at 45 in HSJ's 2018 Top 100 Most Influential People in Health. She was one of the highest ranked NHS CEOs in this list.

Navina was also named the second most influential NHS Chief Executive in the country in the HSJ's 2019 Top 50 Trust Chief Executives for the second year running. Judges praised Navina for her personal example and commitment to patient and staff engagement.

Navina was appointed as a contributor to the Workforce, Training & Leadership workstream looking at this key area for the NHS nationally and is leading the 'making the NHS the best place to work' group.

Navina commented that "This is really an accolade for the work of the whole Trust as we go from strength to strength. The important thing is to never rest on our laurels and continually strive for further improvement for the benefit of our service users and their carers".



Brexit Preparations

Along with NHS trusts across the country, ELFT set up a Brexit Contingency Planning Committee to consider the impacts of Brexit on health care and supply chains in the event of delays at UK borders. The Trust has tracked all its supply chains to ensure that suppliers anticipate having adequate supplies or were stock-piling. The Trust will remain in close communication with NHS England. The Trust arranged sessions for EU staff to get legal advice about gaining settled status in order to support and retain staff.

We care We respect We are inclusive



Our Council of Governors



An integral part of the Trust is the Council of Governors who brings the views and interests of the public, service users, our staff and other stakeholders into the heart of our governance. This group of committed individuals has an essential involvement with the Trust and contributes to its work and future developments in order to help improve the quality of services and care for all our service users and carers. The Council comprises 45 members: 26 of which are elected to represent public constituencies, nine who are elected as staff representatives and 10 appointed partnership organisations.

Governors do not undertake operational management of the Trust. Instead they challenge the Trust Board,

acting as the Trust's critical friends. They help shape the organisation's future direction in a joint endeavour with the Board.

If you are interested in becoming a member of ELFT or would like to know more about what is involved, contact the Membership Office on 0800 032 7297, email: elft.council@nhs.net or write to us as our headquarters.

Information about staff representatives and public representatives for each local area of the Trust, and details of Council of Governor meetings held in public, is available on the Trust's website: <http://www.elft.nhs.uk>

People Participation Awards



The Trust's annual People Participation Awards ceremony took place at the Mile End Park Art Pavilion on 30 August. Nearly one hundred guests were in attendance. There were eight categories of awards, with over sixty individuals and groups shortlisted in total. Chair Marie Gabriel CBE gave a warm welcome reminding everyone that... *"It is our service users, carers and volunteers and the contribution they make to the Trust that makes it a success. It is their hard work and willingness to share their skills, knowledge and insight that means the Trust can continually strive to provide the highest quality services possible."*

70th Anniversary of the NHS and Windrush

Staff and service users were centre-stage for celebrations of the 70th anniversary of the founding of the NHS. Two staff represented the Trust at a national celebration at Westminster Abbey. CEO Dr Navina Evans invited staff with the same birthday as the NHS (5 July), to have afternoon tea with her, one member of staff headed to No 10 Downing Street, others did Park-runs

but all services arranged parties, garden parties or barbecues to mark the occasion. Staff were presented with a small NHS70 notebook to keep. Park-runs

In an organisation as diverse as ELFT, NHS70 provided an opportunity to remember those who left their countries to support the setting up of the NHS and made the UK their home.





The Quality Improvement team have implemented a 'Triple Aim', the simultaneous pursuit of improved health outcomes, improved patient care and improved value for money. This has focused on looking at specific segments of the population, in particular areas of the Trust. Work is underway to engage locally with these communities to understand their needs and the assets available to develop a range of interventions that would achieve the triple aim.

Violence Reduction on Mental Health Inpatient Wards

The Trust has continued to make significant progress on reducing and managing incidents of violence and aggression on mental health inpatient wards by adopting simple measures to acknowledge small incidents or observations before they lead to more serious events. The Trust has hosted information days

as these results are of interest to the wider health community who are interested in adopting and replicating these measures. You can read about this in more detail in the Quality Accounts section of the full Annual Report.

Sleep Packs

Innovative staff on Lea Ward in Tower Hamlets introduced sleeping packs to help service users get the best rest possible as part of their mental health recovery. Service users on the male inpatient ward received packs which included an eye mask, ear plugs, bag of lavender to put in the pillow case for relaxation and calming herbal teas, as well as tips for a good night's sleep. The items promote healthy sleeping practices and encourage behavioural changes by raising awareness on the importance of sleep for mental health. The project was launched last year in response to service users' feedback that they were not sleeping well on wards, part of the reason being disturbance at night due to noise and light, particularly during the routine checks.



Enjoying Work



One of the ways in which ELFT is working to improve staff experience is through the Quality Improvement Enjoying Work priority area. This is at the heart of the Trust's new strategy. More than 500 staff in some 25 teams have already been involved in the learning systems which have the goal of fostering joyful places to work using quality improvement methods, leadership models, team building exercises and other tools and methods. The evidence suggests that there is a correlation between improved staff experience and improved service user experience and outcomes. We are now recruiting teams to join Cohort 3, which will commence in September 2019. (See the Quality Accounts for more information)



Services for Children and Young People

A series of developments in services for children and young people mean that greater support is available for families at an early stage. The Luton CAMHS Schools Team is one such initiative where a CAMHS practitioner is attached to each school to advise and intervene at an early stage.



In City and Hackney, the CAMHS team have run training sessions for parents on non-violent resistance giving them tools and strategies to manage and guide the behaviour of young people.

The CAMHS service have undertaken in range of initiatives to make services more accessible for young people. Newham CAMHS held an Open Doors weeklong event during Child Mental Health week where any adult or young person could drop-in to speak to a specialist practitioner, and trial some therapeutic activities.

Film is proving to be a popular medium for young people in Bedfordshire to share their experiences and be involved in the film-making process. The Trust has hosted screening events to an audience of health, social care and education professionals, commissioners, parents and young people where young people involved were on a panel to talk about the making and impact of these film projects.

Tower Hamlets CAMHS was chosen as one of 25 sites nationally to implement the Government green paper proposals to establish mental health support teams in

schools. This follows a successful bid jointly developed by ELFT with partners in the CCG, the Local Authority and the young people's charity Step Forward..

The Coborn Centre for Adolescent Mental Health was successful in gaining their QNIC re-accreditation. This is the Quality Network for Inpatient CAMHS services overseen by the Royal College of Psychiatrists. The specialist unit provides inpatient care, psychiatric intensive care, and day care places. It has an on-site classroom so that young people do not miss out educationally if admitted to the unit.

Children's therapy teams in Newham renamed themselves SCYPS: Specialist Child and Young Person's Services (pronounced Skips) to provide a clearer definition of what they collectively offer to families. The team support young people who have additional or complex needs.

An extended hour's crisis service has been established in East London offering a contact number to speak to a mental health professional as an alternative to attending A&E.

CAMHS are delivering a series of parent psycho-education training sessions to support parents - free evening training events offer parents/carers a range of tools and strategies to help manage and support their child's presenting needs to develop resilience.



Equipping Staff to Spot Modern Day Slavery and Abuse

In January 2019, the ELFT Safeguarding team hosted a conference to help Trust staff identify potential victims of modern slavery and exploitation. The conference set out how modern slavery works, who can be a victim, what methods of control can be used on a victim, what questions to ask potential victims

and when to call for help. The organisers stressed that health professionals were well placed to spot the signs as they deal with vulnerable people on a daily basis and are often work closely with individuals. Spotting the signs and maintaining a high level of professional curiosity is key.



Forensic Services

As well as being assessed as Outstanding in the recent CQC inspection, the Forensic service has expanded and enhanced support for the family and friends of inpatients by hosting several popular open days. There has been excellent co-production work with the Recovery College resulting in a very high uptake of courses which has been encouraging. Working with the North London Forensic Consortium, the service has been able to invest significant amounts of money in community services, physical healthcare and sports, other therapies and training.

The service has had its busiest year ever in terms of numbers of assessments done, plus the opening of two new services (Aldgate Autism Spectrum Disorder service and Community Forensic pilot)

The service has been involved with a variety of successful QI projects including violence reduction quality control, involvement in national observations QI, reducing restrictive practices and many more.

First A&E Mental Health Room in the Country



The country's first A&E mental health room opened at The Royal London Hospital in Whitechapel, East London. The award-winning room supports people who attend A&E in distress. The RAID team and A&E staff worked with artist Mike Miles and service users to design and transform a room into a calm place of safety for people experiencing mental health distress. The room's ambiance keeps patients safe and calm. Keeping patients calmer will mean that staff are less likely to suffer from abuse and violence.

Investment in Perinatal Services



NHS England pledged £1 million investment in specialist perinatal mental health community services. The term perinatal describes the period during pregnancy and in the year after birth. Women can be affected by a range of mental health problems during that period including anxiety and depression. The additional funding has enabled the Trust to extend a range of interventions and specialist teams in the community. The new services will enhance capacity, reduce waiting times and broaden provision for women by working with partners in primary care to support earlier diagnosis and preventative interventions and includes pre-conception advice for women with a current or past severe mental illness who are planning a pregnancy.

Enhanced Crisis Services

We have enhanced our response to crises both in and out of office hours with enhanced crisis and assessment services in all our areas. These have developed in different ways in each area according to the needs of the local population. Out of hours support is also integrated with other organisations such as the police and the voluntary sector.

Engendering Independence

City and Hackney's Community Rehabilitation Service established a reablement project for service users in the City of London to support them to move on to more independent living.

Bedfordshire Community Health Services (BCHS)

A new-look Single Point of Access (SPoA) (Adults) was brought in-house in October, designed and launched by the Trust's Bedfordshire Community Health Services (BCHS) team. The SPoA went live in October and replaced the One Call service provided for the Trust by East of England Ambulance Service (EEAST) – but telephone contact details remain exactly the same.

The move brought the coordination centre service 'in house' to provide a faster and more effective service by enabling enquiry and referral details to be added directly to the data system used by Trust staff.

Safer Services for Women

Work undertaken in Newham found that sexual harassment and abuse of women by service users and colleagues was more common than assumed with many reporting unwanted attention and negative and sexist attitudes. In response to this, the Newham management team has established a workstream on safer services for women service users and staff. They have developed a number of initiatives for staff and patients which if effective, will be rolled out across the whole trust.

Getting People Back into Work

Individual Placement and Support (IPS) service supports people with severe mental health difficulties into employment. It involves intensive, individual support, a rapid job search followed by placement in paid employment, and time-unlimited in-work support for both the employee and the employer. The partnership between ELFT and the Working Well IPS service in Tower Hamlets has proved so successful; they achieved Centre of Excellence status. The number of employment specialists in Bedfordshire and Luton has expanded with one in every adult CMHT (Community Mental Health Team)

Street Triage Service

City and Hackney mental health services collaborated with the City of London Police to provide a mental health street triage service to people in The City of London who are vulnerable or displaying mental health issues or distress. The collaboration proved so successful, the service has now expanded to provide a 7 night a week service. The Street Triage team featured in a BBC documentary and also won the Team of the Year award at the Trust Staff Awards.

Learning Disability (LD) services

ELFT held its first ever Learning Disability Conference for 150 staff. ELFT now has LD services across its patch from East London to Bedfordshire, some of which only came on board in the last three years, with the most recent addition of Hackney Integrated Learning Disability Service.

LD services in Bedfordshire and Luton have also started a STOMP project, part of the national initiative to stop overmedication of people with a learning disability, autism or both. STOMP has been launched to stop the over use of psychotropic medicines, a group of medicines which change how the brain works. Across the country, people with a learning disability, autism or both are more likely to be given these medicines than other people. All four of ELFT's LD services have a STOMP strategy.

Involving People with Learning Disabilities in Doctor's Exams



As part of their training, doctors are tested on their practical skills and knowledge by using actors to simulate different medical and psychological presentations. These practical tests include the ability to assess and treat people with intellectual disability, which are also simulated by actors.

Tower Hamlets Consultant Psychiatrist, Dr Ian Hall, created real-life scenarios for the trainee doctors to get their teeth involving people with intellectual disability as the role players.



New Projects to Support People who are Homeless

Newham Nurse Practitioners spearheaded a project called Health Champions for the Homeless. The initiative aimed to assist homeless people in the borough to better manage issues arising from diabetes, respiratory condition and mental health through the use of peer champions. Studies show that vulnerable people in hard to reach groups are more likely to take advice and accept support from people in their own peer group who can signpost their peers to the appropriate health services and promote self-management of existing health conditions.

In the City of London and Intervention Hub has been set up in partnership with the Police to offer immediate assessment, support and intervention to Homeless People.

Taking the Pressure off Patients

A Bedfordshire District Nurse has created an educational tool to help carers increase their understanding of pressure sores creating a leaflet containing information, clear supporting images and a traffic light design theme to illustrate the different stages of pressure sores. The work included gathering and analysing data to chart understanding of the issue before and after the leaflet was provided. The pilot project was run in Central Bedfordshire for six months and focused on care homes staff.

Improving Quality of Life With a Long Term Condition

Newham Talking Therapies has exceeded targets and increased access through holding community outreach events and co-production with physical health care partners. Building on this, their Population Health portfolio aims to identify and address unmet needs of people in the borough who have complex needs due to having a long term health condition and common mental health difficulties.

Living Well UK in Luton and Bedfordshire

A pilot project to develop innovative ways to help people achieve good mental health was launched in Luton, thanks to a new Big Lottery funded programme called 'Living Well UK'. A partnership of organisations working in the town, including the Trust, successfully bid to be part of a three-year programme to shape how people with mental health needs in Luton have their say in how services are designed and delivered. A programme of healthy mind and body community activities open to all expanded across Bedfordshire and Luton. Activities include swimming, wellbeing walks, yoga, badminton, boxercise, table tennis and tennis.

Addiction Services Leading the Way

P2R or Pathway to Recovery in Bedfordshire, and Reset, the two addiction services provided by ELFT are exceeding all targets including those focused on immunising service users against blood borne virus and Hepatitis C treatment. P2R was recognised as one of the top performing substance misuse services in the country. The service had a number of Payment by Outcome (PbO) targets relating to key performance indicators including new starts in treatment, those successfully completing treatment, and those receiving vaccinations for Hepatitis B. Its results were in the top tier of performance nationally and, in some categories, put P2R as the top performer.

Recovery Colleges

The Trust supports a number of Recovery Colleges that provide free courses and workshops focussed on mental health wellbeing and recovery. They are delivered by people with lived experience and professional experience and are available to anyone.

The Green ELFT Campaign



A big step towards a smaller carbon footprint was taken by the Trust with the launch of an environmental campaign to make it greener and more efficient. Our 'Green ELFT' campaign initiative set out to raise awareness of green issues in the workplace and promote sustainability.

This included:

- Large scale recycling implementation across the Trust
- Creation of a Trust travel plan to help staff in making a greener choice in terms of travel.

'Tablets' Equals More Time With Patients

Community staff have been issued with laptops or tablet devices to enable them to record information and actions in real-time in the service users home, in their car or in a nearby base. The result is that they have more time to spend with the individual they are visiting and their families. Our health record systems are now able to 'talk' to each other better so any clinician seeing the service user can see the interventions of colleagues and gain an understanding of recent events, and treatment and healthcare priorities.

Improving Our Systems to Work More Effectively

We have invested in technology and the networks we use to improve the experience of staff in their everyday work. These upgrades will improve the reliability of programmes that staff use and have reduced waste - of staff time and repetition of processes of which there was quite a lot of. Setting up these new systems has enabled us to make sure that all steps are useful in patient management and inform staff decision-making.

Recording and Showing What we do

We gather a lot of data to show how we are performing and ensure that we meeting goals set out in our contracts and having an impact on the health of local people. Over the last year, we have enhanced our reporting systems to get better quality data and information. Having effective systems to record our activity enables us to monitor what we do, where we do it, and look at trends and outcomes.

- Removal of all single use plastic cups across the Trust sites
- LED lighting replacement for sites with the poorest energy efficient lighting
- Plant room and boiler insulation to maximise efficiency of larger buildings.
- Installation of new bicycle hangars across multiple Trust sites
- Installation of electric car charging points at the John Howard Centre as part of a Government initiative.

On 21 March 2019, NHS Sustainability Day, ELFT announced that all electricity used by the Trust now comes from renewable sources. Wind, solar and wave-generated electricity now powers the Trust as part of its pledge to reduce its carbon footprint. ELFT was the first NHS trust to register with Crown Commercial Services, the largest public sector energy broker, to secure a 100% renewable electricity contract.

ePrescribing

The Trust has rolled out ePrescribing on inpatient wards in Tower Hamlets and will be rolling it out to all areas in the next 12 months. ePrescribing is a safer way to dispense medication as it flags up contraindications and is easier for pharmacy and ward staff as they do not have to decipher unclear handwriting! It has dispensed with the need for prescription charts and provides an immediate record of when medication is given to the patient. Staff report it is quicker. This is a great example of how better use of technology is improving how we care for service users.

New Service Desk Portal

A new IT Service Desk portal was launched in March 2019 which allows staff to report issues online. With our increasing reliance on technology, staff need reliable back-up in the event they have a problem with their devices or one of the systems they are using.

Modernising Charter House, Luton

Work started in October to deliver enhanced patient care for the Trust's mental health service users in Luton. More than £2m is being invested in a project to modernise our town centre base, Charter House. The project is being completed in phases and includes new heating and cooling systems and a facelift to improve the internal environment for staff and service users, reconfigured to provide expanded space for clinical teams.

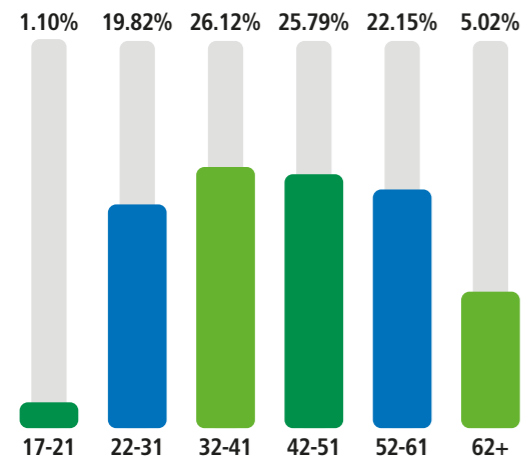
Improved energy efficiency and better use of the space will benefit service users and provide a better work environment for staff.



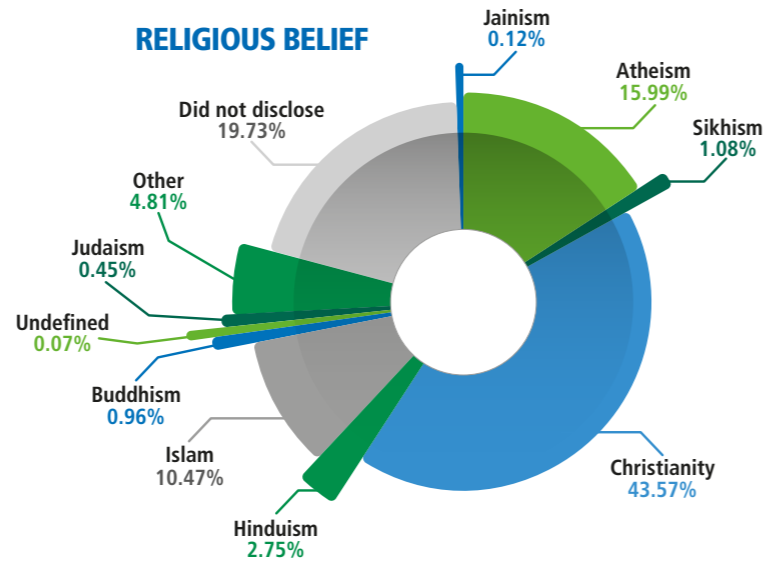
OUR TRUST PROFILE

1 April 2018 - 31 March 2019

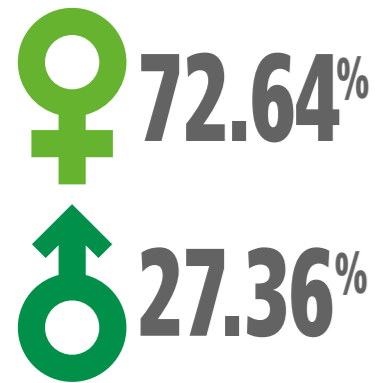
AGE GROUP



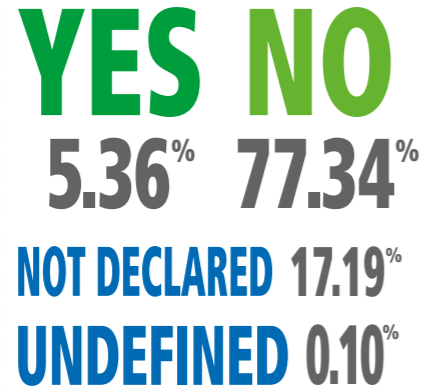
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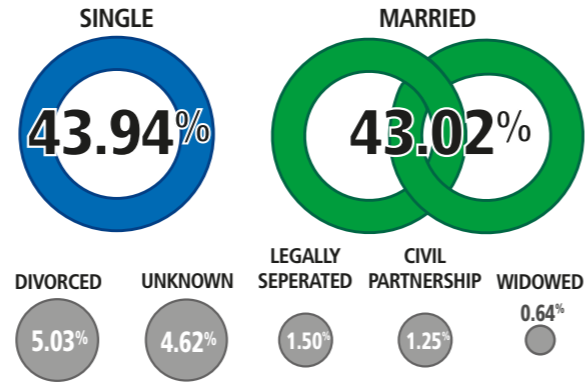
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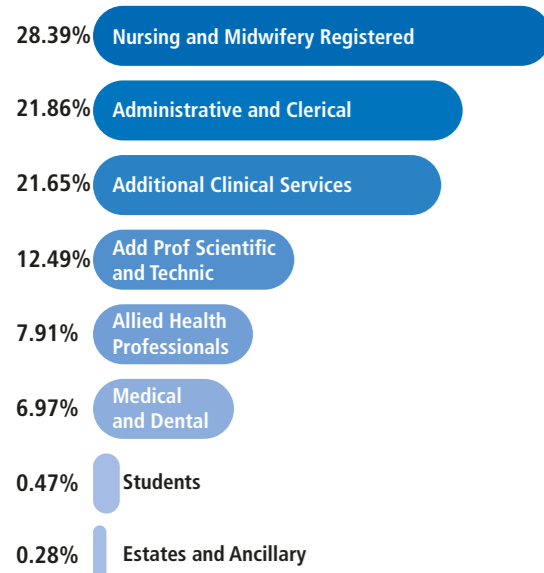
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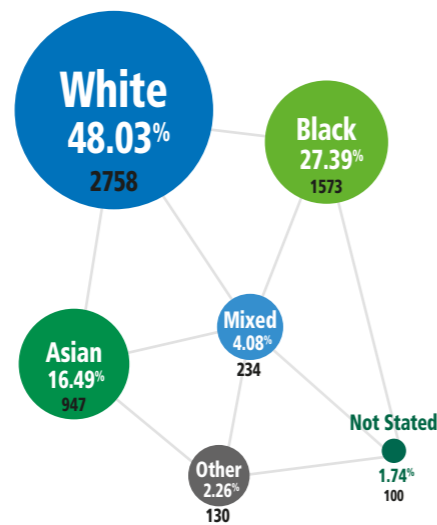
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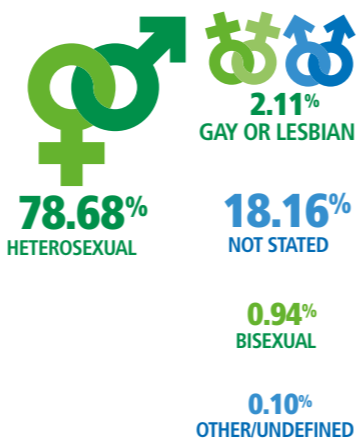
STAFF GROUPS



ETHNIC ORIGIN



SEXUAL ORIENTATION



First ELFT Open-Topped Bus at Pride Parade



ELFT staff took London by storm with its very own decorated bus joining the LGBT + Pride to a crowd of 1 million people in Central London. 30,000 people joined the parade on 7 July showing their solidarity with Lesbian, Gay, Bi and Trans people. ELFT were proud participants with nearly 100 staff and service users. A real show of inclusivity and unity. The ELFT LGBT+ Staff Network worked on their plans for months to make it an unforgettable day. The bus was greeted by rapturous applause from the crowd in celebration of NHS70.

Secretary of State Launches Staff Wellbeing Pack

There was standing room only when the Trust hosted the launch of Health Education England's Staff and Learners' Mental Wellbeing Commission Report on 20 February 2019. The report, which was launched by the Secretary of State for Health and Social Care, Matt Hancock, seeks to address the mental health and support needs of healthcare workers who work in high pressure roles, dealing with trauma, distress and emotionally charged situations. The event was attended by a selection of staff and apprentices who were interested to hear about the initiative.

Staff Awards

Our annual Staff Awards Ceremony and party took place in February to honour exceptional staff and to say thank you to all our staff. This year's event was opened by the #Healthin1Voice choir made up of staff and services who performed to a backdrop of images of staff at work across the Trust. As always, this was an uplifting event and a change for staff to socialise and have fun.

Recruitment and Retention of Staff

The Trust's vacancy rates have stayed the same and are relatively low compared with similar NHS trusts, although there are some areas in which recruitment remains a significant challenge. We continue to undertake targeted recruitment. Applicants declaring a disability and who meet the relevant aspects of the job description are guaranteed to be shortlisted for interview. Service users sit on our interview panels to help us to select the best staff. We are analysing data about staff who leave after a year to understand this and reduce it where possible.

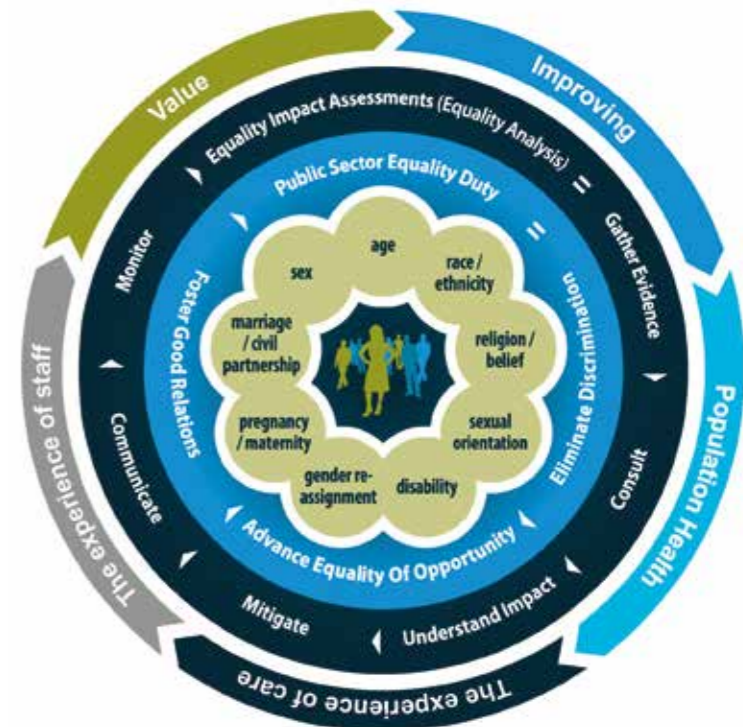
Equality and Diversity

We have developed a new Equality, Diversity and Humans Rights Plan 2018-2022 to achieve the ELFT vision {By developing effective equality, diversity and humans rights practice, we want to be inclusive, enabling every member of staff, service users and carer to be their most authentic self and achieve their potential for development and recovery.} We have highlighted aspects of good practice but also recognised that we are on a journey and there is much work to be done.

See the Staff Engagement section of the Annual Report for more details.

If you are interested in working for the Trust, go to the Working for Us section of the ELFT website: www.elft.nhs.uk to apply for vacancies.

If you would like to gain healthcare experience, why not become a volunteer? Go to our 'Get Involved' section on the website to see what roles are available.





ELFT Accounts (You can view our full Financial Accounts in the ELFT Annual Report 2018-19)

Capital

The Trust delivered a sizeable capital programme of £10m. The broad categories of spend are upgrades of clinical areas and buildings (£4.4m), plant and machinery / furniture and fittings (£0.5m) and Information Technology and informatics improvements (£3.8m).

Income

The Trust received £429m of income in 2018-2019. The table below provides an analysis of the income as reported in the accounts with comparators for the previous financial year. The Trust has complied with the cost allocation and charging requirements set out by HM Treasury. The Trust has not received any income that is not related to the provision of goods and services for the purposes of the health service in England.

Annual Income and Expenditure Summary	2018-19	2017-18
	£000	£000
Operating Income	428,703	390,268
Operating Expenditure	(407,597)	(365,586)
Operating Surplus / (Deficit)	21,106	24,682
Finance Costs		
Interest Receivable	649	319
PFI and Finance lease interest payment	(2,365)	(2,393)
PDC Dividends payable	(5,804)	(5,699)
Movement in fair value of investment Property	6	(63)
Net Finance Cost	(7,514)	(7,836)
Surplus / (Deficit) for the year	13,592	16,846
Other comprehensive income		
Revaluation gains / (losses) and impairment losses	7,301	(1,131)
Re-measurement of net defined benefit pension scheme	106	75
Total Comprehensive Income / (Expense) for the year	20,999	15,790

The Trust is required to make an assessment of the valuation of its assets annually. The valuation is performed by professional valuers, who have to apply prescribed rules and methodologies. The impact of the valuation can result in impairment loss or a revaluation gain which has to be accounted for accordingly in the accounts.

Annual Income	2018-19	2017-18
	£000	£000
Income from Activities		
Clinical Commissioning Groups and NHS England	374,586	338,963
Department of Health	3,600	0
Foundation Trusts	2,747	2,799
Local Authorities	17,639	16,221
NHS Trusts	8,680	5,999
Non-NHS: Overseas patients (chargeable to patient)	0	103
Non-NHS Other	202	2,820
Total Income from Activities	407,454	366,905
Other Operating Income		
Education and Training	8,803	9,890
Research and Development	1,462	1,403
Rental revenue from operation leases	460	523
Other income	3,197	5,507
Provider Sustainability Funding	7,326	6,041
Total Other Operating Income	21,249	23,364
Total Operating Income from Continuing Operations	428,703	390,269

The majority of the total income (78%) was from block contracts with the local East London Clinical Commissioning Groups, Luton Clinical Commissioning Group and Bedfordshire Clinical Commissioning Groups, and NHS England for Forensic and CAMHS Tier 4 services.

Annual Expenditure	2018-19	2018-19	2017-18	2017-18
	£000	%	£000	%
Service from NHS Bodies	30,601	9%	22,970	6%
Service from Non NHS Bodies	9,701	3%	10,018	3%
Staff Salary	291,061	81%	263,151	74%
Establishment	4,218	1%	5,460	2%
Supplies and Services	19,665	5%	15,937	4%
Drugs	4,158	1%	5,061	1%
Premises and Transport	16,633	5%	17,832	5%
Other	24,980	7%	17,469	5%
Subtotal	401,017	112%	357,898	100%
Depreciation and Amortisation	7,248		6,742	
Impairments	(668)		946	
Subtotal	6,580		7,688	
Total Expenditure	407,597		365,586	

Analysis of the operating spend is shown in the table above with comparative figures for 2017-2018. Staff pay cost account for 73% of the total operating spend. This is consistent with the nature of the services we provide and is comparable with other Trusts who provide similar services.

Translation
 If you would like this publication in another format such as audio, large print, braille or another language, call 0800 952 0119. Quote reference: LS1032217 or email: elft.communications@nhs.net