

East London NHS Foundation Trust Summary of Annual Report and Accounts 2015-2016



We care We respect We are inclusive

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JOINT FOREWORD

BY DR ROBERT DOLAN, CHIEF EXECUTIVE AND MARIE GABRIEL, CHAIR

WELCOME to the East London NHS Foundation Trust (ELFT) Annual Report for 2015-16. This has been a tremendous year of change and achievement for our staff, service users, carers, governors and volunteers.

Our biggest achievement happened on 1 April 2015 when we welcomed 1,000 new staff from Luton and Bedfordshire into the Trust in one day. This increased the size of the workforce by a third and meant that the population we serve went from 750,000 to 1,380,000.

Over the past 12 months, the Trust has received extensive recognition for the services it provides and the improvements in quality we have attained. Our year of recognition culminated in November's Health Service Journal (HSJ) Awards, when we were shortlisted for four hotly contested, national awards and won the staff engagement award. The HSJ shortlists were truly recognition of our combined effort in delivering high quality services, clinician led, management supported, service user directed services.

The Trust is at the forefront of testing new ways of working, particularly in providing integrated care and working across geographies. Across each of our local authority areas we are working with other organisations to provide integrated care whether this is through a vanguard, devolution pilot or multi partnership arrangement, we are striving to ensure a holistic, patient centred and efficient approach to delivering services.

Our Quality Improvement programme has gone from strength to strength. Many of the projects underway are showing impressive results and evidence of real change. Our focus has been on improving patient experience, reducing harm from inpatient violence, reducing falls and harm from falls, reducing harm from pressure ulcers, reducing harm from high-risk medications and improving staff engagement.

The ELFT model of quality improvement is all encompassing with service users undergoing training and being equal participants in project teams and our Governors delivering their own QI project improving communication with each other, the Board and members. We are proud of the progress made in these areas and the passion and enthusiasm demonstrated by all in tackling the challenges.

At our QI Conference in March, we were reminded that the points and numbers on graphs and diagrams are not just data, they represent people, our patients. And that is what it is all about. Of course, it is not easy. Striving to be the best never is, but we are proud of the determination of our staff, and the triumphs achieved by the Trust.

Special Note from Marie Gabriel, Chair

Dr Robert Dolan, our Chief Executive of 10 years, announced in January his intention to retire in June. As we present our achievements, performance and business management in this formal record of our year, to a large extent, we are also reflecting the ten year tenure of our astute chief executive. Dr Robert Dolan has led this organisation with intelligence, astounding financial knowledge, intellectual vigour and good humour. Truly, we would not be where we are today without the foundations he has put in place, the key decisions he has taken along the way which have shaped the organisation, and his wise counsel.

On behalf of the Trust and our local communities, I want to acknowledge his incredible contribution to healthcare in East London and wish him a happy and peaceful retirement.

Dr Robert Dolan, Chief Executive

Marie Gabriel, Trust Chair

ELFT at a Glance



With an annual budget of

£353 million

While our

- Head of People Participation
- User Involvement Manager
- Volunteer Coordinator
- Health Development Coordinator
- And 10 People Participation Leads are central to developing our services so that they are patient-centred

Our **45** governors and **9,300** Foundation Trust members

help to prioritise our objectives every year.

We are proud of our diverse workforce and inclusive leadership

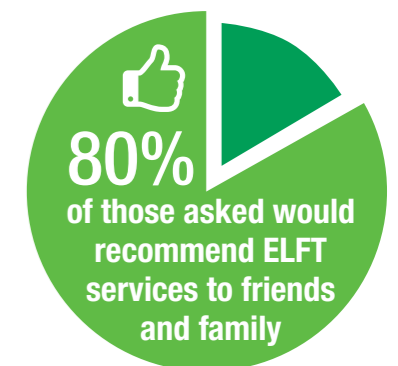
50%

Around 50% of our workforce are from a BME background, and we believe we have the most diverse Board in the NHS.

Development programmes for bands 3, 5 and 6 nurses have involved more than 430 staff in recent years.

More than 50 staff have now participated in Institute for Leadership and Management (ILM) accredited programmes.

More than 70 senior staff have so far enrolled in a Clinical Leadership Development Programme.



We care We respect We are inclusive

East London NHS Foundation Trust (formerly East London and The City University Mental Health NHS Trust) was originally formed in April 2000. In April 2007, the Trust was awarded University status in recognition of the extensive research and education undertaken in the Trust. On 1 November 2007, the Trust was authorised to operate as an NHS Foundation Trust under the National Health Service Act 2006. In February 2011, the Trust integrated with community health services in Newham making us now a trust that provides mental health and community health services. This was followed in June 2012 by joining with Richmond Borough Mind to provide The Richmond Wellbeing Service.

In April 2015, the Trust became the mental health provider for Bedfordshire and Luton. In May 2015, we took over the provision of specialist alcohol and drug services in Redbridge (R3) and on 1 September 2015, ELFT became the provider of Bedfordshire specialist addiction service (P2R) providing services to Bedford Borough and Central Bedfordshire.

ELFT provides a wide range of community and inpatient services to children, young people, adults of working age, older adults and forensic services to the City of London, the London Boroughs of Hackney, Newham, Tower Hamlets, and to Bedfordshire and Luton. We provide psychological therapy services to the London Borough of Richmond, as well as Children and Young People's Speech and Language Therapy in Barnet.

In addition, the Trust provides forensic services to the London Boroughs of Barking and Dagenham, Havering, Redbridge and Waltham Forest, and some specialist mental health services to North London, Hertfordshire and Essex.



The specialist Forensic Personality Disorder service serves North London and the specialist Chronic Fatigue Syndrome/ME adult outpatient service serves North London and the South of England. The Trust's specialist Mother and Baby Psychiatric Unit receives referrals from London and the South East of England. The Trust provides local services to an East London population of 820,000 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 is one of the most culturally diverse parts of the country but is also one of 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. Both areas therefore pose significant challenges for the provision of mental and community health services. The Trust operates from over 100 community and inpatient sites, employs almost 5,000 permanent staff and has an annual income of £353m.

The main inpatient areas in our localities are:

City and Hackney
City and Hackney Centre for Mental Health
Homerton
London E9 6SR

Newham
Newham Centre for Mental Health
Glen Road
London E13 8SP

Tower Hamlets
Tower Hamlets Centre for Mental Health
275 Bancroft Road
London E1 4DG

Bedfordshire
Weller Wing Bedford Hospital
Amphill Road
Bedfordshire MK42 9DJ

Oakley Court, Angel Close
Luton
Bedfordshire LU4 9WT

Luton
Luton and Central Bedfordshire
Mental Health Unit
Calnwood Road
Luton LU4 0FB

Community Health Newham
East Ham Care Centre
Shrewsbury Road
London E7 8QP

Forensic Services
John Howard Centre
12 Kenworthy Road
London E9 5TD

Wolfson House
311-315 Green Lanes
London N4 2ES

Specialist Unit
The Coborn Centre for Mental Health
Cherry Tree Way
Glen Road
London E13 8SP

There are also a range of services provided in the community through community mental health teams, home treatment teams, crisis resolution teams, rehabilitation teams and assertive outreach services.

The Trust aims to provide people with alternatives to admission, where appropriate, to provide treatment, care and support outside a hospital setting.

The Trust's postal address is:

Trust's Headquarters
9 Alie Street
London
E1 8DE

Switchboard Telephone Number:

020 7655 4000

Fax Number: 020 7655 4002

Website: www.elft.nhs.uk

We are a values driven organisation

This section sets out a summary of the Trust's strategic direction and priorities. More detailed information is set out in the Trust's Operational Plan which is submitted to NHS Improvement and available to the public on the Trust website www.elft.nhs.uk.

Vision, mission and values and strategic priorities

The Trust's vision, mission, values and strategic priorities are based on the core values of the NHS as a whole. They have been developed through feedback from staff as part of the Appreciative Inquiry project, consultation with the Council of Governors and learning from the Francis Inquiry.

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 on how we can improve.

Our vision and mission

ELFT's vision is to make a positive difference to people's lives.

And we aim to achieve this by providing the highest quality mental health and community care in England.

Achieving our vision means living our values and working together with our patients, carers and partners.



Objectives

1 Improving Service User Satisfaction:

through our People Participation Strategy, Quality Improvement Strategy and Clinical Strategy.

We will:

- further develop and embed the Quality Improvement programme
- prepare for inspection by the Care Quality Commission.

2 Improving Staff Satisfaction:

through our Quality Improvement Strategy, Clinical Workforce Strategy and Workforce and Organisational Development strategies.

We will:

- further improve staff engagement scores across the Trust
- develop a leadership strategy for collective and inclusive leadership.

3 Maintaining Financial Viability:

through our Financial and Investment Strategy.

We will deliver:

- a £12.5 million Cash Releasing Efficiency Savings (CRES) programme
- a £12 million capital programme
- a £9.5 million surplus.



Our staff are award winners

In 2015/16 our awards and shortlisting tally was 12, with recognition from the Health Service Journal, BMJ and NHS Employers among others.

We work together

Together with our service users, carers and partners we work as a team to promote the health, wellbeing and independence of the people we serve

We discover and share our knowledge

We encourage research and innovation to find new and better ways of treating people and keeping them healthy. We then share what we learn

Introduction

The accounts have been prepared in compliance with the accounting requirements of the 2015/16 NHS Foundation Trust Annual Reporting Manual (the ARM) agreed with HM Treasury and issued by the Foundation Trust regulator, Monitor.

Overview

This section describes the financial performance for year ended March 2016; this is measured by the Risk Assessment Framework (RAF) developed by Monitor, our independent regulator, which compares key financial metrics consistently across all Foundation Trusts. The rating reflects the likelihood of a financial breach of the Trust's provider licence with a rating of 4 reflecting the lowest level of financial risk and a rating of 1, the highest. This is the eighth year as a Foundation Trust. During the course of the year, the Trust maintained a rating of 4 for all the four reporting quarters.

The national operating framework required the Trust to achieve a 3.5% cash releasing efficiency saving. This equated to approximately £13.3. The Trust achieved savings of £10.0m in year, and made up the shortfall through obtaining increased income and containing costs. The Trust implemented a number of strategies to minimise the impact on front line services as a result of the savings requirement including adopting a whole systems review approach in a number of service areas, cost reductions and negotiating better deals with our suppliers.

Notwithstanding the requirement of significant savings year on year, the Trust has achieved its financial targets through the exceptional effort by the staff at all levels in managing their budgets.

The table below summarises and contrasts our performance for 2015/16, including comparative information for 2014/15.

	2015/16	2014/15
	£000	£000
Operating Income	353,365	268,758
Operating Expenditure	(347,274)	(258,133)
Operating Surplus/ (Deficit)	6,091	10,625
Finance Costs		
Interest Receivable	151	131
PFI and Finance lease interest payable	(2,240)	(2,271)
PDC Dividends payable	(5,535)	(4,194)
Net Finance Costs	(7,624)	(6,334)
Surplus/ (Deficit) for the year	(1,533)	4,291
Other comprehensive income		
Gains/ (Loss) arising from transfer by absorption	36,816	0
Revaluation gains/ (losses) and impairment losses	16,714	10,786
Investment property gain	220	0
Re-measurements of net defined benefit pension scheme	(543)	0
Total Comprehensive income/ (Expense) for the year	51,675	15,077

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.

Income

The Trust received £351m of income. The majority of the total income (90%) was from block contracts with the local East London Clinical Commissioning Groups and NHS England for Forensic and CAMHS tier IV services.

In addition, interest earned from cash held in interest bearing deposits was £151k.



Expenditure Analysis

Analysis of the operating spend is shown in the table below with comparative figures for 2014/15. Staff pay costs account for 75% 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.

	2015/16		2014/15	
	£m	%	£m	%
Services from NHS Bodies	23,340	7%	17,680	7%
Services from Non NHS Bodies	7,086	2%	6,355	3%
Staff Salary	247,020	75%	180,710	72%
Establishment	4,662	1%	3,168	1%
Supplies and Services	11,244	3%	10,069	4%
Drugs	2,986	1%	3,063	1%
Premises and Transport	15,639	5%	10,114	4%
Other	15,664	5%	18,577	7%
Sub-Total	327,641	100%	249,736	100%
Depreciation	5,887		5,526	
Impairments	13,746		10,197	
Sub-Total	19,633		15,723	
Total	347,274		265,459	

Capital

The Trust delivered a sizeable capital programme of £12.3m. The broad categories of spend were upgrades of clinical areas and buildings (£8.4m), plant and machinery (£0.4m), Information Technology and informatics improvements (£2.5m) and Furniture and Fittings (£1.0m).

Monitor Risk Rating

Monitor's compliance framework assesses the Trust's financial risk against continuity of services risk rating (CoSRR). This identifies the level of risk to the on-going availability of key services. The table below provides a fuller explanation of the risk ratings:

Rating	Assessment
4	No evident concerns
3	Emerging/minor concern
2*	Material but stable risk
2	Material risk
1	Significant risk

The Trust achieved an overall rating of "4" for the year ended 2015/16.

The overall performance of the Trust can be summarised as follows:

Category	Indicator	Performance
NHS Improvement	Finance risk rating (on a scale of 1-4, with 4 being the best)	4
NHS Improvement	Governance risk rating (on a scale from green to red, with green being the best)	Green
Care Quality Commission (CQC)	Number of standards that are assessed to be non-compliant following CQC inspections	Nil
National targets	National targets relevant to mental health and community services	Fully compliant
National staff survey	National ranking for overall staff engagement score	4 th equal (In the top 5 places for the past three years)
National community patient survey	Overall national ranking	3 rd in 2015-16 (In the top 5 places for the past three years)

More detailed analysis of the Trust's performance can be found in the full annual report and accounts in the following sections: Financial review, Our Workforce and Quality Accounts Report.

Information about environmental matters and information about social, community and human rights issues including information about any trust policies is contained within the Public Interest Disclosures.

Council of Governors and Membership

The Council of Governors comprises 45 members, 27 of which are elected to represent public constituencies, nine who are elected as staff representatives and nine appointed partnership organisation members.

Trust Governors have a responsibility to represent their members' and partner organisations interests, particularly in relation to the strategic direction of the Trust, and to provide a steer on how the Trust should carry out its business in ways consistent with the needs of its members and the wider population.

Governors do not undertake operational management of the Trust but do challenge the Board of Directors, acting as the Trust's critical friend and collectively holding the Board to account for the Trust's performance to help shape the organisation's future direction. Governors on the council of governors meet the "fit and proper" persons test described in the NHS Improvement provider licence.



MEMBERSHIP STATISTICS

	Trust Members	Percentage of total public membership in catchment area*	Population	Target percentage of population in the Trust's catchment area*
Bedford	337	4.00	164,572	10.72
Central Bedford	225	2.67	270,682	17.64
Luton	590	7.00	212,867	13.87
City of London	38	0.45	8,072	0.53
Hackney	1,992	23.65	264,329	17.22
Newham	3,228	38.32	328,577	21.41
Tower Hamlets	2,014	23.91	285,787	18.62
Rest of England	1,266			
Out of Trust Areas	10			
Total in catchment	8,424		1,534,886	
Total including Other Areas	9,700			
Staff Membership	4,989			
Total Trust Membership	14,689			

*The percentage of public members in the Trust's catchment area is determined by excluding members in 'Rest of England and Out of Trust Areas'

The Trust has a public membership base of 9,700 as at 31 March 2016.

Achievements and Improvements

QUALITY IMPROVEMENT

The Trust launched its QI programme almost three years ago to bring meaningful improvement to the quality of care it provides. Real positive changes are starting to emerge as key interventions are embedded and become an everyday part of the way a service or team functions. It has been good to see the endeavours of our staff acknowledged by their inclusion on national awards shortlists and in winning key awards.

Although a key area of focus has been service user satisfaction, increasing staff satisfaction and engagement is also instrumental in improving patient outcomes. The Trust's priority areas for quality improvement is reducing inpatient violence and reducing community acquired pressure ulcers which are two of the most common patient safety incidents. For patients with severe mental illness, cardio vascular risk is the biggest cause of early death so prompt access to services and treatment is critically important.

The Quality Improvement Programme has supported staff throughout the Trust to really engage in making improvements in the workplace and raised awareness to focus on tangible changes that add value to patient care and to the working lives of staff. Find out more on the QI website. Go to: <https://qi.elft.nhs.uk/>



Newham

In Newham, the Trust has been working with Barts Health, Newham CCG, Newham Council and GP partners for several years to develop integrated care for people with complex health and social care conditions, as developed through the Waltham Forest and East London Pioneer Programme and the local Newham Integrated Care Board. The Trust has been involved in developing and delivering more joined up care planning across services and organisations, improved care coordination through primary care based multi-disciplinary meetings.

Tower Hamlets

The Trust has been working with the Tower Hamlets Integrated Provider Partnership (THIPP) for two years to develop an approach to integrated care for people with complex health and social care conditions. Earlier in 2015, THIPP successfully applied to become a Five Year Forward View 'Vanguard' site, becoming the only Vanguard site in London and placing the Trust and partners right at the forefront of developments in integrated care nationally.

"Integrated care can come across as complicated, but it is essentially about delivering joined up services around the person. We will need new models of care to genuinely deliver person centred co-ordinated NHS and social care which is completely seamless. There is no clear blueprint so this is really cutting edge. It's an opportunity to join up the way we deliver services across agencies but with the person/citizen in the decision-making chair."

- Richard Fradgley, Director of Integrated Care at ELFT

RESEARCH IN ELFT

Research is central to the Trust's work. Achieving excellence in our research is one of the Trust's objectives. It strengthens the Trust's profile and underpins its future development.

The main aim of our research is to contribute to the evidence base in our field leading to improvements of mental health care locally in East London and world-wide. Thus our research has to be of high quality and recognized on an international level. We are proud that we have been a centre of excellence for mental health research for many years.

For several years it has been guided by the Research Director (Prof Stefan Priebe) and supported by a Research Strategy Committee. A significant part of the research is conducted in international collaboration with a range of academic partners, mainly but not exclusively in Europe. Our primary academic partners are Queen Mary University of London and The City University London.



ELFT has made great progress with its work on QI and has developed a national reputation. This has had a large impact on the developing culture of the organisation and we need to hold the gains that we have made and use the lessons learnt to develop the programme further and integrate it into operations so that it becomes work as usual.

INTEGRATED CARE ACROSS EAST LONDON

The Trust is working closely with partner organisations in each of the east London boroughs to develop more integrated approaches to care and support, in line with the vision of the Five Year Forward View.

Integrated care is most commonly used to describe the arrangements health and social care partners can put in place to deliver more joined up person-centred coordinated care for people with complex health conditions and social circumstances.

City and Hackney Devolution

In Hackney, health and social care organisations have come together to be a 'devolution pilot.' This will open up new opportunities for the Hackney partnership to take local control of how services are commissioned and delivered.

Patient Care and Stakeholder Relations

We are proud to be leading the way in providing an exceptional environment to work in and for the care we provide to the local communities we serve.

Ministerial Visits

We have welcomed The Rt Hon Alistair Burt, Minister of State for Community and Social Care, to the Trust on two occasions in the last 12 months. He visited the East London Mother and Baby Unit in Hackney in the summer of 2015, at the same time, helping us to launch Hackney's new 24 Hour Mental Health Crisis Helpline. Rehman Chishti MP for Gillingham and Rainham also visited the unit a few weeks later.



In January 2016, the Minister came to Bedfordshire to meet staff and service users involved in an Employment initiative to support people getting back to work after an episode of mental illness. He went on to visit the Child and Adolescent Mental Health Team in Bedford, spending time talking to a group of young people.

Civil Servants Swap Whitehall for ELFT Frontline

Twenty-one senior civil servants from the Department of Health (DH) visited the Trust on a two day placement as part of an initiative to get civil servants to experience the front line NHS and understand the needs of patients and the pressures staff face. Feedback from the delegates has been positive with placements in ELFT becoming a popular choice. They are able to observe and shadow clinicians as they provide care to patients and often feedback that this is a 'humbling experience'.

CHALLENGING STIGMA

Break the Stigma



Ben Salmons, a service user from Bedfordshire, created the *Break the Stigma* initiative to combat the stigma attached to mental health issues, and help people understand more about the subject and to tackle common misconceptions.

The public are encouraged to write a message on a white board headed 'Let's be open about mental health to Break the Stigma'. Individuals are then pictured with their comment and the image is uploaded to the @LetsBreakStigma Twitter page and Let's Be Open About Mental Health Facebook page.



The Trust supports a wide range of research activities spearheaded by four successful research Units:

- Mental Health Nursing, led by Professor Alan Simpson and
- Management of Long-Term Conditions, led by Dr Kathleen Mulligan
- Violence Prevention, led by Professor Jeremy Coid
- Social and Community Psychiatry, led by Professor Stefan Priebe.

The latter is a designated World Health Organisation Collaborating Centre (the only one specifically for Mental Health Service Development in the world).

Throughout the 2015/2016 year, the Trust has been involved in 97 studies; of which 58 were funded studies included on the National Institute of Health Research (NIHR) Portfolio, 19 were unfunded explorations such as pilot studies, plus 20 student theses.

A SMOKE FREE TRUST

People with mental health problems are more likely to smoke and to smoke more heavily than the general population. This means they have poorer physical health and a lower life expectancy than the general population. As an organisation delivering mental health and community health care, a key initiative has been the decision to make all ELFT inpatient units smoke free.

By going smoke free, ELFT aims to reduce harm to patients, staff and everyone else who visits our sites. This includes supporting smokers to stop smoking.

We have trained members of staff to be specialist Smoking Cessation advisers, refreshed policies to support ongoing management of smoking and trained staff to ask about people's smoking needs. We made sure staff and clients who smoke got the support they need to treat their nicotine dependency. By 1 April, all ELFT inpatient units in London were smokefree with further work underway in Bedfordshire and Luton.

SPREADING THE WORD

Award Winning Services

The Trust was shortlisted for 12 awards in the last year and won five. In July, the Trust was voted Trust of the Year in the HSJ Patient Safety Awards and two days later, was ranked the Best Place to Work for mental health and learning disabilities trusts in the HSJ annual awards. We were the winners of the Staff Engagement Award presented by the Health Service Journal, and one of our QI projects won a Nursing Times Care of Older People Award HSJ Annual Awards.

In the Stonewall 2015 Workplace Equality Index, we received an award for most improved organisations in the health sector category.

#Personalpixels Photo Competition



From February-April 2016, the Trust ran a photography competition, #Personalpixels, to encourage people to take photos and images which captured the essence of mental health and wellbeing. The theme was 'That feeling when...' A photograph which captured a moment, an emotion or a mood, with the aim of addressing discrimination around mental illness.

National Obesity Awareness Week

The Joyce Campbell Health Visiting Service visited a local nursery and gave out healthy lifestyle advice to families during National Obesity Awareness Week. The team gave out packs to 47 families containing information about helping children move and play, eating more fruit and vegetables, top tips for a healthy lifestyle and a sticker chart to reward healthy eating.

Recovery College

A Recovery College has been established jointly with Bedfordshire University and a service user lead is advising the Board and is also organising the 'Tackle the Stigma Campaign'. The Centre for Mental Health is supporting the Partnership Board to facilitate the development of the new vision and plan.

Culture and Leadership National Programme

ELFT was chosen as one of three Trust's nationally to be involved in a new pilot programme about culture and leadership in the NHS. NHS Improvement, the Care Quality Commission (CQC) and the King's Fund are working on a two-year programme to help trusts develop a culture that enables and sustains safe, high quality and compassionate care.

Bedford Blogger

Thomas Carr, an administrator at the Weller Wing in Bedford Hospital, was a one-time service user on the unit. His blog, *A Piece of My Mind*, started in February 2016 and charts the ups and downs of NHS life with all its fun times and challenging aspects.

"The reaction to my first blog entry was been extraordinary. E-mails from colleagues I've never met, some of whom work in the capital, commending me on my journey. Senior management sent messages saying they found my words enlightening. Even an old school friend dropped me a line to say how she enjoyed the blog."

- Thomas Carr

Domestic Violence & Abuse Training with Actors

The Trust provided a skills-based domestic abuse and violence training to assist staff to ask service users key questions and respond to disclosure. The course was facilitated by Aftathought who use actors to recreate scenarios and situations that staff may find themselves in.

Careers Open Day

The Trust organised a careers day in partnership with East London Business Alliance (ELBA) for local college students. Over 40 students attended and had the opportunity to interact with different departments from across the Trust, including Medical Staffing, Finance, Pharmacy, Psychology, Nursing and HR.

The students were able to engage with senior clinical staff from the ELFT Leadership Programme to find out about careers and progression within the NHS.

Feedback from the event was positive. Comments included: "The NHS is an employee-centred organisation" and "There's more to do in the NHS than be a doctor or nurse".



Wellbeing Games

The Trust Wellbeing Games, a Trust wide sports day, delivered in partnership with Motivate East, took place in the Queen Elizabeth Olympic Park. The event brought together mental health and community health service users and their carers from Tower Hamlets, Hackney and Newham.



Farewell to Services

The Trust said farewell to services which have been recommissioned and are now being provided differently or by another provider. City and Hackney Specialist Addiction Services Closed, the Newham Diabetic Retinal Screening team are now being managed by Homerton University Trust and the Urgent Care Centre was transferred to the management of Barts Health in March 2016.

Additionally, services based in Warehouse K in Newham moved to new locations throughout Newham.

Nursing Strategy 2015-2018

The Trust produced its Nursing Strategy which sets out the direction for nursing priorities over the next three years.

Nurses make up the largest staff group in the Trust and this strategy is the culmination of discussion, debate and reflection by nurses at all levels of the Trust, and will guide the work of both registered and unregistered care support workers in London, Bedfordshire and Luton.



TECHNOLOGY

Text Messaging Solution

The Trust has procured a text messaging service from EE to replace the NHS SMS service. The new system can be integrated with Trust email accounts and allow staff to send text messages via Microsoft Outlook.

Electronic Patient Records

ELFT has focus its attention on implementing its RiO electronic patient record in Bedfordshire and Luton to ensure they are on the Trust system to standardise record management. This has involved scanning and uploading thousands of documents to the system and a massive training programme to equip staff to use the new system. It will mean that a record of all interventions will be recorded which will mean better communication between professionals, less duplication, better use of time and more managed and consistent care for patients.



Summary Care Record Live! Now available from within RiO

The summary care record gives GP immediate access to the patients clinical summary including prescribed medication. This is now available from within RiO, the Trust electronic record system, which improves safety and continuity of treatment and care.

BEDFORDSHIRE AND LUTON

Improvements to Inpatient Services

A main focus in our first 9 months in Bedfordshire and Luton was to improve the environments where we provide inpatient care. Following a review, it was decided that the quickest way to expedite the changes needed without daily disruption would be to decant the wards to temporary accommodation to progress the work. All wards have undergone extensive refurbishment and now provide a much improved setting for patient to receive treatment and begin their recovery.

Coral Ward in Luton has acquired a conservatory which is providing additional communal space for patients. And Oakley Court has been brought back into service to provide two new wards which will enable us to provide all inpatient care within the county without having to place patients far away. Keats Ward in the Weller Wing has been refurbished to provide single rooms for privacy and dignity.

The work we have done meant that the large number of patients who had to be treated out of the county are now able to receive care locally. In one year, occupancy levels have reduced from 120% in April 2015 to 90-95%. Our aim is to reduce this further to 85%.

Launch Psychiatric Intensive Care Unit

Jade Ward, on the Calnwood Road site in Luton, opened in October 2015 as our new Psychiatric Intensive Care Unit for patients in Bedfordshire and Luton. The new facility has nine beds and is an all-male service. It is called Jade Ward PICU.

Establishing this ward will ensure that patients with more complex needs can be treated within the county and not have to travel outside of Bedfordshire for this type of support. The unit offers a short, rapid intervention to help people regain a sense of control and order so they can move forward with their recovery.



Liaison Psychiatry Service Expansion

The Liaison Psychiatry Service at Luton and Dunstable Hospital has been expanded to provide 24-hour care to patients. A 24 hour liaison psychiatry model service came into being on 1 November 2015 providing specialist care for patients aged 16 or older. Bedford Hospital Liaison Psychiatry received additional funding to enable us to expand it in line with national standards. This additional resource freed up clinical time, enabling the Crisis Resolution Home Treatment team to expand to provide a service to people over 65.

Bedfordshire (IAPT) Wellbeing Services

The Bedfordshire Wellbeing Service is providing session in 80% of GP practices across the county. The service has now migrated on to IAPTUS, a national patient management software programme. This provides therapists with a much improved clinical record and reporting system.

There were 5,846 referrals between April and December 2015, 2,201 for Bedford Borough Council and 3,645 for Central Bedfordshire Council. Recovery rates for the service are slightly below the national target of 50% at 49%, the split between the two councils is 49% recovery rate for Bedford Borough Council and 51% for Central Bedfordshire Council.

Further work is being undertaken on access times and 60.8% of clients have been treated within 6 weeks and 84.6% within 18. The service is currently aiming to achieve a locally agreed 11.5% against national target of 15% for population coverage.

Inherited Waiting List: The Trust inherited a waiting list of 1090 people and one of the first tasks was to contact all clients on the list. We received additional funding from NHS England and Bedfordshire CCG to employ additional staff to address the waiting list. Everyone on the inherited waiting list completed treatment by end of March 2016.

Redesign of Learning Disability Services

The Learning Disability service model was required to change in line with new commissioning requirements to focus on recovery and reintegration, and integrating our services with local authority learning disability teams. A clinical engagement and service review workshop took place and an implementation plan for service redesign has been developed and will be implemented over the coming months. Initial steps on integrated working have started with the two councils and will inform service redesign.



Helping Service Users Return to Work

The Trust has partnered with the Centre for Mental Health to develop new employment services in both Bedfordshire and Luton to support service users who wish to return to work. Any service user open to Adult Community Mental Health teams in Bedfordshire and Luton is eligible for the service.

Young Service Users Recognised

A group of young service users were awarded third place in the Young People of the Year award in Bedfordshire. The group is made up of young people who have accessed CAMHS and CHUMS services. They have done amazing work raising awareness of mental health issues in young people.



Recovery Services

The Recovery Partnership Board has been established and meets regularly. A scoping exercise has been completed and patient focus groups started.

Bedford Borough and Central Bedfordshire Health watches have undertaken focus groups and service user interviews about the current recovery services and how these should be developed.

Older Adult Services

Older people's inpatient services are now all based on one site at Fountains Court. This unit provides inpatient accommodation for older people with mental health problems and continues to provide dementia assessment and continuing care beds. The unit is also being redesigned to provide additional activity, recreational and staff accommodation.

Memory Services National Accreditation Programme

The Luton Memory Assessment Service and South Bedfordshire Memory Assessment Service have received re-accreditation through the Royal College of Psychiatrists. The Memory Services National Accreditation Programme (MSNAP) recognises best practice and high quality care. The programme is endorsed by the CQC and works with services to assure and improve the quality of services for people with memory problems/dementia and their carers. The results of the Bedford and Mid Bedfordshire reviews are expected in April 2016.

Duke of Edinburgh Scheme First

ELFT became the first NHS trust in the country to run The Duke of Edinburgh's Award (DofE) scheme. The DofE programme will be used to support young clients using Bedfordshire and Luton Mental Health and Wellbeing Services to attain the prestigious award. The licence is for Bedfordshire and Luton Mental Health and Wellbeing Services but there are plans to see it rolled out within the Trust in London.



CITY AND HACKNEY

Mother and Baby Units in the News

A gripping EastEnders storyline about new mum Stacey being parted from her baby while admitted into a psychiatric unit, brought Mother and Baby Units to the fore. The good news for families in East London is that the East London Mother and Baby Unit (MBU) is run by the Trust. This means that pregnant women and new mothers can get the mental health care they need and not be separated from their babies.

The MBU has undergone a full refurbishment this year and now has 12 large rooms, ten with ensuite facilities. All are fitted with nurse-call buttons should a mother require support or assistance. Uniquely, there is a specially designed room to support women with twins and spacious ensuite facilities for women with a physical disability, mobility needs and wheelchair users. A conservatory has been added as part of the redesign to provide bright additional space for mothers to spend time with their babies and family members.

24-Hour Crisis Support in City and Hackney

A 24-hour mental health crisis response helpline for residents in Hackney and the City of London was launched in August 2015. The helpline is for people who already use mental health services who have a crisis, or individuals who find themselves in emotional distress in response to an incident or life event.

The helpline supports people with expert advice and guidance in times of mental health distress. The service is staffed by mental health professionals who can provide callers with confidential support, referrals to local services and aims to empower and encourage callers on their road to recovery.

This was followed in March 2015 with the opening of a Crisis Café and a Crisis Network to support people in the moment when they feel distress or in crisis, but also to help them to develop strategies to support them going forward.

The Crisis Service is available 24 hours a day including during weekends, bank holidays and out of office hours. If you or someone you know is in mental distress, contact the helpline on 020 8432 8020.

Ruth Seifert Ward Voted Placement of the Year by Students

Ruth Seifert Ward was voted an outstanding place to learn and develop by students at City University. Clinical Nurse Lead, Dwayne Barnaby, based on the ward at the time, won the award for Mentor of the Year.



COMMUNITY HEALTH NEWHAM

Launch of Enerberi Continence Service

In April 2015, the Newham Continence and Pelvic Rehabilitation Service were relaunched in honour of retired nurse Maureen Enerberi. The service was renamed the 'Enerberi Clinic' after Maureen, the first specialist continence nurse in the borough who established the Newham Continence Service.

Trust Launches Film to Improve End of Life Care

In May, the Trust launched a film to improve end of life care to coincide with Dying Matters Awareness Week which took place 18 - 24 May. Although this is a sensitive area, the aim is to help people talk more openly about dying, death and bereavement. 'You Matter' is a drama-based training film to help staff deliver and improve palliative care. Palliative care is the term used for the management of pain and other symptoms including psychological, social and spiritual support.



'Still Here' – Dementia Film Wins EVCOM Award

The Trust was delighted to announce that 'Still Here', a film commissioned by the Trust to raise awareness of Early Onset Dementia won an award at the EVCOM Screen Awards. The film was launched as a part of Dementia Awareness week in 2014 to raise awareness of the issues of dementia in younger people.

Newham Diabetes Skype Pilot Increases Clinic Attendance

A pilot scheme in Newham helping young people keep on top of their diabetes care rolled out Skype appointments to all patients as part of a successful four year trial.

Since its launch in 2011, the Diabetes Appointments via Webcam in Newham (DAWN) scheme, web-based follow up is used routinely for young people aged 16-25 years, and 480 webcam appointments have been carried out, reducing 'do not attends' (DNA's) from 30-50% to 16%.

The service was set up with the Health Foundation's SHINE award (£75,000) and is thought to increase productivity and patient throughput by 22% - 28%, saving approximately £27 per consultant appointment in clinician time. The service is offered by the Diabetes team at Newham University Hospital, Barts Health and supported by Newham Clinical Commissioning Group and The Trust.

Newham Sickle Cell and Thalassemia Conference

On the 27 June 2015, over 250 people attended the Sickle Cell and Thalassemia conference. The event was organised by the Newham Sickle Cell and Thalassemia service. The conference raised awareness of these conditions, provided pain management advice and medication guidance. Attendees enjoyed a range of presentations from specialist consultant haematologists, nurses and academics from across the UK and Germany.



NEWHAM ADULT MENTAL HEALTH SERVICES

Changes to Newham Adult Community Mental Health Services

Work has been underway to redesign community services, bringing CMHT's together into two recovery teams to develop a new model for assessing and treating people with mental illness, and create a single point of entry for referrals.

From April 2016, the Assessment and Brief Treatment Team will receive all secondary mental health referrals and enquiries, assess individuals, develop a plan of care and provide initial treatment and interventions for up to 6 months.

Two Recovery Teams will provide care coordination and ongoing support and intervention for people with significant mental health support needs who require a longer term service.

This is My Ward Round Project

Staff have been working to ensure that ward rounds meet the expectations and needs of service users. Key decision-making takes place in ward rounds. All inpatients have a 'This is my Ward Round' card to write down the date and time so they know when they will join the meeting and state what they want to get out of it. Satisfaction levels on the ward have increased since this new approach has been introduced.

The Big Healthy Breakfast

Patients and staff at The Newham Centre for Mental Health enjoyed a variety of healthy breakfast options as a part of the Quality Improvement Weight Reduction Project. Research shows that people living with mental health difficulties have an increased risk of developing physical health problems. The project aims to improve the physical health of patients and address weight gain during admission and provide access to physical activities and food education classes.

TOWER HAMLETS

Back on Track - DLR Project

A joint initiative between KeolisAmey Docklands, the operator of the Docklands Light Railway, and the Trust aims to help people with mental health, social or psychological difficulties get more out of life and feel part of their local communities.

Many people find themselves limited when it comes to travel by feelings of anxiety, shyness, lack of confidence, confusion and can just feel overwhelmed and so avoid going beyond familiar areas. 'Back on Track' aims to address these issues and get people out and about in East London, enjoying the facilities and experiences around them.

The initiative has involved training of DLR staff to provide optimum support and guidance to people venturing onto the DLR.

THEDS Microsite

The Tower Hamlets Early Detection Service (THEDS) launched a new microsite to make information and advice easily accessible to young people in the borough. THEDS is an NHS service for young people aged 16 to 25 who may have concerns about their mental health. This can be a very disturbing and distressing time with young people having unusual thoughts and feelings, causing confusion and upset. The microsite can offer support and context to their feelings and suggest ways to get help and support. You can view the website here: www.theds.elft.nhs.uk

Howard League Award

The Trust has received an award in The Howard League for Penal Reform Annual Awards in the Liaison & Diversion Services category. The Howard League is a national charity that lobbies for penal reform, including safer communities, less crime and fewer prison sentences.

The Trust received the award in recognition of the Tower Hamlets Liaison and Diversion Service that is delivered in partnership with Together, Barnet Enfield and Haringey Mental Health Trust (BEHT) and North East London NHS Foundation Trust (NELFT) across London. The service was selected by judges out of six shortlisted projects and was recognised for identifying and tackling the underlying causes of offending.

Congratulations to Brick Lane Ward

Brick Lane Ward at the Tower Hamlets Centre for Mental Health received an 'Excellent' accreditation in their AIMS assessment. The Accreditation for Inpatient Mental Health Service (AIMS) is a standards-based accreditation peer review programme run by the Royal College of Psychiatry. It is designed to improve the quality of care in inpatient mental health wards.



Tower Hamlets RAID Services

The RAID team assess people who present in A&E with mental health issues, or who need mental health assessment when admitted with a physical need. The team have been successful in securing a bid for developing integrated care competencies for non-mental health staff. This is the first in the country and is a joint development with the Tower Hamlets Integrated Care team and Bournemouth University.

The team conducted a joint service evaluation with Barts Health on the effectiveness of mental health awareness training for newly qualified nurses. The team have now trained 160 nurses in minimising stigma, increasing tolerance of mental health, recognising common mental health problems and risk assessment. The outcome is that 6 months post training 84% of staff reported a sustained increase in confidence and improvement in caring for people with mental health problems.

MENTAL HEALTH CARE OF OLDER PEOPLE

Centralising Functional MHCOP Inpatient Care

Inpatient services in City and Hackney and Tower Hamlets have come together to provide a single inpatient facility for older people with mental health issues. Prior to this, the two wards were separate and only 50% occupied most of the time. This development has brought together staff expertise and means that there are more therapy interventions on the ward and additional community support when people return home.

Nursing Times Care of Older People Award

Teams based in Newham and City and Hackney, won a Nursing Times Award for their work to reduce levels of physical violence. The Trust has been working in partnership with staff, service users and carers to test and implement ideas that can improve outcomes and experience of care. The winning project was aimed at reducing levels of violence and aggression on older people's wards in Hackney and Newham. The project involved testing and implementing a number of creative changes including a sensory room, increased activities, pet therapy and noise reduction.

The project succeeded in reducing violent incidents by 50% over the course of one year. Staff injuries were reduced by more than 60% and the Trust estimated reduced costs associated with a reduction of violence of close to £60,000.

Columbia Ward's 'Excellent' Accreditation

Columbia Ward, the Trust wide inpatient dementia assessment unit for older people, achieved an 'Excellent' accreditation score. Columbia ward offers assessment to older people who have advanced dementia and who require a period of hospital care to stabilise their condition.



Coaching Skills for Carers

The MHCOP People Participation Lead has developed a Coaching Skills for Carers programme in partnership with SLaM to aid carers in all aspects of their role. Work has also taken place to support and train carers to participate in interview panels, attend meetings at the Trust and be involved in consultations, including the merger of the functional wards and the production of the information on the Mental Health tariff.

SPECIALIST ADDICTION SERVICES

R3 – Launch of Redbridge Drug and Alcohol Service



REDBRIDGE
RECOVERY
REINTEGRATION

14 October saw the official launch of R3 (Redbridge Recovery and Reintegration), a new integrated drug and alcohol treatment service to

support people whose lives are affected by drug and alcohol use. It brings together the best of NHS care combined with the expertise of the voluntary sector. R3 offers a range of expertise and interventions in one place.

Path to Recovery (P2R)

New Drug and Alcohol Service Bedford Town and Central Bedfordshire

From September 2015, ELFT began providing drug and alcohol services to residents in Bedford Borough and Central Bedfordshire. The addition of this service means that we will be better able to support people with mental health issues and substance issues.

CHILDREN AND YOUNG PEOPLE'S SERVICES

eRed Book Pilot



The Trust was selected to pilot an exciting new project to transform the way parents track their child's health and development. Health Visitors in Newham joined a select number of Trusts to deliver the UK's first digital personal child health record in Newham.

The Redbook also known as the Personal Child Health Record (PCHR) is a national development record that is given to all parents at the point of a child's birth and used by GP and healthcare professionals to track developments such as weight, height and general health.

The eRedbook is an online version of the existing, paper-based Redbook that is created, updated and maintained by the parent and healthcare professionals. It will be a convenient way for parents to access their child's health records on the go, it is more secure than the paper version and is not at risk of getting lost or damaged.

Achievements and Improvements

CAMHS Radio Broadcast CAMHS

City and Hackney Child and Adolescent Mental Health Services took over the airways this week at East London Radio. Listeners heard from a panel of CAMHS clinical staff, with service users, parent and carer testimonials discussing the mental health difficulties that affect children and young people.

Young People Inspire Garden Development

Staff and young people at the Coborn Centre for Adolescent Mental Health came together to develop a ward garden. The garden was co-developed with service users and staff following a consultation with the young people on how the Psychiatric Intensive Care Unit (PICU) ward could be improved. The outdoor area now enables gardening groups, individual fitness sessions with the Coborn fitness instructor and other outdoor activities. It includes raised planting to grow fruit and vegetables, exercise equipment including a cross fit machine, rowing machine and more. The space also has a basketball hoops and sport pitch flooring to enable group exercise such as football and cricket.

The Coborn Rated Excellent Again

Congratulations to the team at the Coborn Centre for Adolescent Mental Health who have been accredited 'Excellent' by the QNIC at Royal College of Psychiatrists. The rating will be valid until July 2018. This is their second Excellent accreditation in row. Well done to the team for their work and dedication to the service.

New Website for Child and Adolescent Mental Health Services

The Trust has launched a new CAMHS website to support young people and their families. The website provides information about psychological and mental health support for children and young people. The website has separate web pages with bespoke information specifically for children and young people, for parents and for professionals.

Joe's Story - A Bedfordshire CAMHS film

Joe's Story is film made by young people who have used CAMHS services and young actors from the Big Spirit Youth Theatre. It follows the life of a teenage boy as he struggles with his feelings and begins to isolate himself from his friends. The film was screened in local schools across Bedfordshire.

Tower Hamlets CAMHS and Schools Project

Tower Hamlets successfully bid for central government funding to pilot joint training events for teachers and SENCOs working in 12 schools with specialist CAMHS staff in order to support schools to gain awareness about mental health and wellbeing issues and specialist CAMHS thresholds and services whilst fostering good links between the agencies.

In addition, Tower Hamlets specialist CAMHS has set up a system of link workers for schools which ensures that every school in the borough has a named CAMHS colleague to take advice from.

CAMHS Triage

A new triage team has been established in Tower Hamlets CAMHS. It allows staff to make contact quickly with families in order to establish their concerns and identify the best support for them (either within CAMHS or by signposting them to a more relevant service). All new referrals to CAMHS are now offered either a telephone triage

appointment or a welcome call to CAMHS within approximately 1 week of referral received reducing wait times for first assessment appointment to within 5 weeks of referral received.

Specialist CAMHS Conduct Team

A Specialist CAMHS conduct team for young people aged 11-19 was formed with new monies from the CCG in September 2015. The team endeavours to provide a multi-agency oversight to young people with moderate to severe conduct disorder in Tower Hamlets. They offer parenting programmes, psycho-education programmes, group and individual cognitive adjustment/social skills programmes for children and young people with conduct disorders, psychiatric assessment and intervention where necessary along with consultation and training to educational establishments.

FORENSIC SERVICES

The Computer Game Influencing Decision-Making and Behaviour

Academics and students at City University London have developed an innovative computer game in collaboration with service users from ELFT to support patients preparing for discharge from forensic services. The game uses computer technology to re-enact real life situations that individuals may experience in the community. Patients can practice their skills in decision making, dealing with challenging situations and making better choices.



Dutch Medical Students Visit John Howard Centre

In April 2015, staff at the John Howard Centre welcomed a visit by Professor Theo Doreleijers and medical students from the Vrije Universiteit Medical Centre in Amsterdam. The students spent the day at the John Howard Centre, meeting staff and patients.

Electronic Monitoring

Electronic Monitoring has been introduced in forensic services to monitor patients on escorted or unescorted community leave. This is to reduce the risk of patients absconding and causing harm to themselves or others. Staff have undergone training in the technology. Leave is an important part of rehabilitation and plays a role in integrating patient back into normal daily activities. All patients undergo a risk assessment prior to any leave and are now considered for monitoring.

Koestler Awards

Service users from the John Howard Centre (JHC) and Wolfson House (WH) celebrated success across the board in the Koestler Award Scheme. Service users won a Silver Award, a high commendation and a commendation for artwork submitted. One also received a high commendation for music instrumental.

Patient Care and Stakeholder Relations

Hackney Metropolitan Police

Over the last year the service has been closely working with the local Police. A dedicated NHS Intervention Officer who is working with the service to reduce incidents of violence on the wards and assist in the pathway of patients through the criminal justice system.

Primary Healthcare

A pilot service at Wolfson House aims to improve patients access to primary healthcare services to assist in prevention of disease and management of long term chronic conditions. The initial six months has had very positive feedback.

Transforming Care

Over the last year the Trust has continued to assist NHS England in carrying out the recommendations of the Winterbourne review report. We have provided clinicians to carry out Care and Treatment reviews across the country and also assisted in areas where there were difficulties.

Positive Behaviour Plans

As part of Transforming Care, the Trust has gained funding from training in the development for Positive Behaviour Plans. This has been established in the learning disability secure service and has had a good response from both staff and patients.

Restorative Approaches across the Forensic Directorate

Restorative practice is used to prevent conflict and build positive relationships. When incidents of aggression occur this approach helps victims to meet with their harmer to explain the real impact of the harm. It can be used to prevent harm and conflict and also repair harm where conflicts have already arisen. Restorative approaches can be helpful when incidents of aggression occur on the wards. With careful consideration and preparation, this can be one of the tools to support the victim and help the harmer to understand the impact of their action, and help to reduce incidents and improve relationships on wards.

Feedback About Services

Between 1 April 2015 and 31 March 2016, the Patient Advice and Liaison Service (PALS) received 730 contacts and assisted on 385 occasions when individuals had concerns and sought resolution. This was a substantial increase on the number of contacts received in 2014/15 (426), reflecting the additional work generated since taking over services in Luton and Bedfordshire.

Individuals who contacted PALS for assistance in resolving concerns, most commonly raised issues relating to Communication (11%), Medication (8%) and Support in the Community (8%). In 50% of cases, PALS was able to resolve the issue to the satisfaction of the individual. Of the remaining cases, 47% of issues were either passed to the local teams to undertake further work with the service users, or the Trust considered there was nothing further that could be done to resolve the issues. In 3% of cases, concerns could not be resolved informally and

were escalated for formal investigation under the Trust's complaints procedure. In only 2% of cases did concerns raised remain unresolved.

During the same period, the Trust received 570 complaints, including 54 informal complaints. This is an increase of over 50% compared to the previous year 2014/15, when 329 formal and 43 informal complaints were received. This increase again reflects the increase in work since the Trust expanded to manage services in Luton and Bedfordshire. Of the complaints received, complainants raised concerns relating to 1097 subjects. This reflects the multi-faceted nature of many complaints which typically involve one or more issue. The top subject for the year 2015/16 was Attitude of Staff, accounting for 23% of all subjects raised, followed by Communication (17%) and Clinical Management (Mental Health) (11%).

Equality and Diversity

The Trust has three equality networks for staff who are more likely to experience discrimination at work - disabled staff, lesbian gay and bisexual (LGB) staff and Black and Minority Ethnic (BME) staff. The networks are supported by executive level champions with the aim of raising respective issues at a senior level to press for improvements in staff satisfaction at work.

A wide range of projects are helping to actively advance our equality and diversity aims with regard to service delivery.

Just a few examples include :

An innovative partnership project between the Trust and Mind in Tower Hamlets and Newham aims to improve both the accessibility and acceptability of talking therapies for Bangladeshi men. By incorporating issues of religion, spirituality and Islamic ideas about mental wellbeing into the programme we are able to:

- Make talking therapies available to Bangladeshi men;
- Provide opportunities for participants to become involved in the promotion of talking therapies and in the delivery of future initiatives to their peers.

A life stories research project has been developed to capture the experience of Black Caribbean and Black African service users in relation to their accessing and experience of accessing mental health services. This is to enable the Trust to better understand the barriers that these communities may face, and will form the basis for more targeted interventions in the coming year.

Specific access to psychological therapies for older people (65+) has been developed in Richmond as part of a Quality Improvement project.

A new initiative has been developed using photo symbols to make information more accessible for people with learning difficulties. A page with details on how to use the symbols has been developed for the intranet.

Across the Trust there are many similar projects (large and small) that are all helping us to improve the service we deliver and promote equality and diversity.

The Annual Patient & Staff Equality & Diversity Report for 2015 can be found on the Trust's website under Equality & Diversity.



SOCIAL INCLUSION AND PARTNERSHIP WORKING

Social inclusion means fair access to services and opportunities, a decent standard of living and an opportunity to enjoy a diverse range of relationships. Social inclusion happens in the context of community and requires strong partnership working.

Over the last year the Trust has supported social inclusion through a range of new initiatives and the ELFT Social Inclusion and Recovery Group has maintained a continued focus on achieving social inclusion through employment by better supporting pathways to service user employment and by developing the Trust peer workforce.

Employment support and Individual Placement Support (IPS) for mental health service users is delivered by a range of organisations across East London including the Working Well Trust, Newham Workplace and Lee House Employment and Rehabilitation Centre in Hackney.

We have continued our partnership with ELBA (East London Business Alliance) www.elba-1.org.uk ELBA Employment Works matches service users with employment coaches from a range of voluntary sector organisations across East London with local job opportunities.

In Luton and Bedfordshire, ELFT has partnered with the Centre for Mental Health to run a DOH funded pilot to support adult services users with a mental health diagnosis to gain employment.

Over the last year we have continued to create new opportunities for peer workers across ELFT to support social inclusion. These roles are based on people sharing a journey with other people with 'lived

Staff Report

Recruitment, Selection and Retention

The Trust has maintained an overall reduction in vacancy rates in most areas and turnover has stabilised to a level significantly below comparator Trusts. The focus remains on managing internal talent and building a recruitment pipeline for the medium and long term. Over the past year concentrated recruitment activity in Luton and Bedfordshire has seen vacancy rates reduce to a level that is comparative with directorates in East London and enabled new services to be staffed and delivered. All applicants who declare a disability and meet relevant aspects of the person specification for the role are guaranteed to be shortlisted for interview.

experience' who are a few steps on in a similar journey. We have developed a Peer Trainer pathway for peer tutors at the Tower Hamlets Recovery College Pilot and will deliver the pathway if we are successful in winning the 3 year contract for this service.

PEOPLE PARTICIPATION

The People Participation Team operates throughout the Trust to ensure that service users, carers and our local communities are actively involved in the planning, development and effective delivery of all Trust services.

The People Participation Team provided a wide range of learning and development opportunities for service users, carers and community members to ensure they can participate effectively in the Trust.

In 2015/16 this included training around running effective meetings, Quality Improvement, undertaking surveys and audits, participating in recruitment interviews and staff appraisals and helping to deliver training.

VOLUNTEER REPORT

The Volunteer Programme continues to move forward with further interest and an increase in the number of volunteers taking part. Over 1000 individual volunteers have been active at some point in the in the past year, undertaking a number of very diverse and interesting roles.

We are also gaining volunteers from groups that nationally do not figure highly in volunteering; in particular males and those under the age of 25. Areas that we are seeking to extend into in the coming year will involve more volunteering activities with East London CAMHS and in Luton & Bedfordshire

The recommendations contained in Kate Lampard's report into the activities of Jimmy Savile has also meant an increase in workload, as the Trust has striven to ensure these recommendations are implemented as quickly as possible. Inevitably the recommendations centred around volunteering activities and the need to safeguard our service users from potential abuse. Fortunately, most of the proposed safeguards were either already in operation or could be quickly implemented in most areas.

For any further information about the Volunteer Programme please contact the Acting Trust Volunteer Coordinator via the email eoyn.golden@elft.nhs.uk

The Trust continued to offer a programme of development programmes such as the Band 6 Apprentice Programme for nurses and the recruitment of a number of Band 5 associate nurses as part of the strategy to 'grow our own'. All professional groups, including administrators, have assessed roles and structures to ensure there continues to be development opportunities for staff at all levels. A successful campaign to recruit over 100 health visitors was replicated for District Nurses in Newham.

Analysis of average staff numbers

	08K	08L	08M	08N	08O	08P	Maincode	Expected Sign
Note 4.2 Average number of employees (WTE basis)	2015/16	2015/16	2015/16	2014/15	2014/15	2014/15		
	Total Number	Permanent Number	Other Number	Total Number	Permanent Number	Other Number	Subcode	
Medical and dental	363	363		305	305		100	+
Ambulance staff	0			0			105	+
Administration and estates	957	957		771	771		110	+
Healthcare assistants and other support staff	0			0			115	+
Nursing, midwifery and health visiting staff	2,288	2,288		1,747	1,747		120	+
Nursing, midwifery and health visiting learners	0			0			125	+
Scientific, therapeutic and technical staff	939	939		660	660		130	+
Healthcare science staff	0			0			131	+
Social care staff	0			0			135	+
Agency and contract staff	443		443	235		235	140	+
Bank staff	585		585	422		422	142	+
Other	4	4		3	3		145	+
Total average numbers	5,579	4,551	1,028	4,143	3,486	657	150	+
Of which								
Number of employees (WTE) engaged on capital projects	0			0			160	+

Note 4.3 Early retirements due to ill health

	08S	08T	08U	08V	Maincode	Expected Sign
	2015/16	2015/16	2014/15	2014/15		
	£000	Number	£000	Number	Subcode	
Medical and dental		8		8	100	+
Ambulance staff	400		328		105	+

Table 4A Staff sickness absence

	08WA	08WB	Maincode	Expected Sign
	2015/16	2014/15		
	Number	Number	Subcode	
Total days lost	38,408	42,508	320	+
Ambulance staff	4,278	3,554	330	+
Average working days lost (per WTE)	9	12	340	+

Senior Managers by Gender		
Senior Managers	Female	Male
Band 8a	192	95
Band 8b	67	24
Band 8c	34	19
Band 8d	12	8
Band 9	6	6
Directors	5	13
Total	316	165

2015 NHS Staff Survey

The 2015 NHS Staff Survey results were encouraging with staff reporting high rates of job satisfaction and motivation, a strong sense of team working, a high level of support from line managers and good communication with senior managers. Our score placed us in the top five in the country for mental health and community trusts. Our staff engagement score remained high with a summary score of 3.93, well above the national average when compared with trusts of a similar type which is 3.81.

There were some excellent scores, and in some cases, the Trust has some of the best scores in the sector. For example, on staff looking forward to going to work, quality of appraisals, learning and development, and communication with senior management.

It is, however, a mixed picture as our lowest scores reflect that staff do not always feel there is the opportunity for career progression and consider there to be discrimination in the Trust. We also registered high scores for incidents of harassment, bullying and abuse.

The Trust had an overall staff engagement score of 3.93 which was above (better than) average. Possible scores range from 1 to 5, with 1 indicating that staff are poorly engaged (with their work, their team and their trust) and 5 indicating that staff are highly engaged. A summary of key findings from the 2015 staff survey can be found in the Quality Accounts.

Equalities Breakdown

Age	Staff 2015/16 (WTE)	%
17-25	375	7%
26-35	1,294	26%
36-45	1,312	26%
46-55	1,398	28%
56-65	613	12%
66-75	51	1%
76-80	3	

Ethnicity	Staff 2015/16 (WTE)	%
Asian/Asian British	761	15%
Black/Black British	1,437	29%
Mixed	209	4%
White	2,439	48%
Chinese	22	1%
Any other ethnic group	55	1%
Not stated	121	2%
Undefined	2	

Gender	Staff 2015/16 (WTE)	%
Female	3,590	71%
Male	1,456	29%
Trans-Gender		

Disabled	Staff 2015/16 (WTE)	%
No	3,515	70%
Yes	1,313	26%
Undefined	218	4%

Religious	Staff 2015/16 (WTE)	%
Atheism	768	15%
Buddhism	46	1%
Christianity	2,073	41%
Hinduism	151	3%
Not disclosed	1,297	26%
Islam	400	8%
Jainism	3	
Judaism	52	1%
Other	201	4%
Sikhism	55	1%

Contact us

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