

REPORT TO THE TRUST BOARD in PUBLIC
25 November 2021

Title	Chief Executive Officer's Report
Author	Paul Calaminus, Chief Executive
Accountable Executive Director	Paul Calaminus, Chief Executive

Purpose of the report

The purpose of this report is to provide the Trust Board with the Chief Executive Officer's update on significant developments and key issues over the past two months. The Board is asked to receive and note this report.

Summary of Key Issues

This report contains details of CQC inspections of the Trust, awards and recognition and updates on changes and improvements to services across the Trust. The report also provides a brief update on national/regional issues.

Strategic priorities this paper supports

Improved patient experience	<input checked="" type="checkbox"/>	The information in this report supports the four strategic objectives of improving patient experience, improving population health outcomes, improving staff experience and improving value. Information presented describes how we are understanding, assuring against and improving aspects related to these four objectives across the Trust and within the local and national systems.
Improved population health outcomes	<input checked="" type="checkbox"/>	
Improved staff experience	<input checked="" type="checkbox"/>	
Improved value	<input checked="" type="checkbox"/>	

Committees/meetings where this item has been considered

N/A	N/A
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Implications

Equality Analysis	This report has no direct impact on equalities.
Risk and Assurance	This report provides an update of significant developments, activities and issues across the Trust.
Service User/Carer /Staff	This paper provides an update on activities that have taken place across the Trust involving staff, patients and carers.
Financial	There are no financial implications attached to this report.

Supporting Documents and Research material

N/A

Glossary

CCG	Clinical Commissioning Group
CAMHS	Children & Adolescent Mental Health Service
BLMK	Bedfordshire, Luton & Milton Keynes
NELFT	North East London NHS Foundation Trust
ICS	Integrated Care System
PPE	Personal Protective Equipment
PTSD	Post-Traumatic Stress Disorder
WHO	World Health Organisation
BHFT	Bedford Hospitals NHS Foundation Trust
BCHS	Bedfordshire Community Health Services NHS Trust
WRES	Workforce Race Equality Standard

1.0 Purpose

- 1.1 The purpose of this report is to provide the Trust Board with the Chief Executive Officer's update on significant developments and key issues.

2.0 Coronavirus Update

- 2.1 *12-15 Year Age Group Eligible for COVID Vaccine* The COVID Vaccination programme is being rolled out to young people aged 12-15 years. A team of staff from the Westfield COVID Vaccination Centre have been liaising with schools and running pop-up clinics on school premises, where parental consent has been given. The Westfield team offered a drop-in or pre-booked service at the centre over the October half-term which proved popular with families and has continued.
- 2.2 *COVID Vaccine Booster Programme* The Westfield COVID Vaccination Centre are offering COVID vaccine boosters alongside first and second COVID Vaccines to the public. Within the Trust, we are urging staff to come forward for their Booster when eligible. Staff can book using the national booking system or walk-in to the Westfield Centre and show their ELFT ID. 58% of staff have received a booster vaccination.
- 2.3 *Consultation - Making Vaccination a Condition of Employment in the NHS* The government has now confirmed that from 1st April 2023, NHS staff will need to be vaccinated. We continue to work with those staff who have not yet been vaccinated, and to source responses to queries and concerns. Concerns about fertility, pregnancy, birth and breast-feeding have been key queries causing vaccine hesitancy, so a webinar with specialist speakers was set up. The webinar was recorded for staff not able to attend to view. Staff are being asked to confirm their vaccination status via an online form. It will be assumed they are not vaccinated if this information is not submitted. Currently, 89% of staff have had their first vaccine 89% and 83% are fully vaccinated.
- 2.4 *Proof of Vaccination Record When Visiting Care Homes* – Staff have been advised by their managers of the need to be prepared to show evidence of full vaccination since 11 November when visiting Care Homes. Details of how to download the COVID passport have been shared.
- 2.5 *Promoting Vaccination to Local Communities* The Trust has been supporting national messaging of the importance of COVID vaccination. ELFT has supported a number of media visits to the Westfield COVID Vaccination Centre providing access to members of the public who are happy to be filmed, fielded spokespeople and enabled contact with vaccination centre staff.
- The Centre hosted a TikTok event in a bid to improve the uptake of the COVID vaccine in younger age groups. Two NHS doctors with a large following, based themselves at Westfield on Saturday 2 October. Dr Karan Raj (4.3m followers) and Dr Emeka Okorochoa (242k followers) use their online platforms to advise their followers on health and wellbeing matters.
- 2.6 *Staff Testing*: All patient-facing staff have been issued with COVID self-testing kits (Lateral Flow Test). This includes permanent staff, bank and agency staff, students, and domestic staff. This has now been extended to all staff who are working from an ELFT site all or part of the week.
- 2.7 *LAMP Testing* The Trust was part of a pilot trialling a less invasive self-test involving a weekly saliva test which has greater reliability. This has now been rolled out to any staff member in Tower Hamlets, City and Hackney and Newham who are able to drop the sample off at one of the pick-up sites.
- 2.8 *Lead Employer for NEL COVID Vaccination Centres*: As the Lead Employer for COVID Vaccination Centres in NE London, we continue with activities to recruit and train staff to

work in vaccination sites across North East London. The vaccination programme provided new jobs, training and opportunities. This has been a gateway for many to an NHS career. A Careers event is planned for February 2022 to support these staff into training and permanent careers in health and social care.

3.0 Influenza Vaccine

- 3.1 We are encouraging all staff to have the Influenza vaccine and are holding local clinics at all sites. We are also offering Digital Flu vouchers with an ELFT code which staff can register for to have their flu jab at their local pharmacy.
- 3.2 ELFT medical staff have been asked to ensure that flu vaccination is considered for current and future inpatients as part of the admission assessment. The vaccine for people over 65 has an additional ingredient to strengthen their immune response. Details of flu vaccination will be documented on the National Immunisation and Vaccination System (NIVS) which updates GP records, minimising incidents of patients receiving the vaccine twice.

4.0 Service Pressures

- 4.1 There have continued to be significant pressures on a number of services, reflecting high activity levels across the NHS and social care as a whole. Areas of concern remain in CAMHs services, particularly in the East of England, where a significant number of NHS CAMHs beds are closed to admissions and people aged under 18 have continued to be admitted to adult inpatient wards.
- 4.2 Adult mental health and Community Health services have also seen significant levels of activity. Funding has been made available to support additional services over the winter period, although there are indications that workforce availability will continue to remain a constraint.
- 4.3 Within primary care, we have continued to work to provide accessible appointments. Our practices have continued to offer face to face appointments across the whole pandemic period, and at the start of November we introduced a standard code which captures at the start of every consultation whether the appointment was via face to face, telephone, video or a home visit so we can accurately review the percentage split of appointment types. We will be publishing this data from December. We are also currently updating our general practice Patient Reported Experience Measure to ask patients about their appointment type preference (face to face, telephone, video) to ensure our patients preferences continue to be met in any model of delivery we provide.

5.0 New ELFT Strategy

- 5.1 We held a 'Big Conversation' consultation during the summer where we asked local people and stakeholders what they thought the Trust should focus on over the next five years. The views, comments and suggestion we received have enabled us to develop our new strategy.
- 5.2 Our new Strategy takes into account the changing needs and strengths within our local populations, the impact of the pandemic on our communities, greater collaborative working between local health and social care organisations, and the views of local people and stakeholders. It provides us with direction and defines our priorities as an organisation.

- 5.3 Our organisational objectives remain the same. They are to: improve population health, improve the experience of care, improve staff experience and improve value. These will help the Trust to achieve our overarching mission ... to improve the quality of life for all we serve.
- 5.4 The Strategy was launched at the Trust Wide Members Meeting on 12 October. A digital leaflet has been produced which sets out specific objectives. A three minute animation film has also been produced which sets out how the strategy came about and plans going forward.
- 5.5 The Strategy is being promoted internally on the intranet and in webinars, and externally on the ELFT website, publications and to partner organisations via stakeholder communications.

6.0 Modernising Inpatient Mental Health Care in Bedfordshire and Luton

- 6.1 The Trust is working on plans to build a new mental health hospital in Bedford and redevelop existing inpatient services in Luton, providing two hospital sites to serve the populations of Bedford, Central Bedfordshire and Luton.
- 6.2 In response to the NHS Long Term Plan, the NHS will invest around £37million in new and improved mental health services across Bedford Borough, Central Bedfordshire, Luton and Milton Keynes between 2019/20 and 2023/24, £27m of which will be in Bedford, Central Bedfordshire and Luton.
- 6.3 This will include mental health services for pregnant women and new mothers, children and young people, adults with common mental health problems and adults with serious mental illness, including crisis and community services.
- 6.4 A 'Case for Change' booklet was developed outlining the benefits of this modernisation programme alongside information alongside a dedicated area of the ELFT website. The Case for Change was co-produced and in partnership with clinical colleagues and service users and carers. It was used as the basis for a six-week pre-engagement programme with service users, carers, NHS colleagues, stakeholders and partner organisations, neighbours and other interested members of the public.

The Trust held online public engagement events to share these plans and get views from local people and join the conversation before any decisions are made about taking these ideas forward. Additionally, we have liaised with health and social care partners, and other stakeholders, gathering views.

- 6.5 The objective was to clearly articulate our future vision for inpatient mental healthcare, gauge support for the vision and gather questions not yet addressed to help inform our future considerations within the modernising inpatient mental health care programme.
- 6.6 The case for change engagement programme ran from Tuesday August 31, 2021 to Friday October 15, 2021. A total of 273 stakeholders participated in the engagement process.
- 6.7 As this development moves into its next phase, we will now explore in more depth the feedback from the case for change engagement process and the emerging themes. We will continue to communicate our plans and the development of these areas through the respective work streams of this project through our website, email and will continue to listen to stakeholders, service users, carers, NHS colleagues, stakeholders and partner organisations, neighbours and other interested members of the public, whilst we begin developing our pre consultation business case.

7.0 Driving for Change - Double Decker Buses to Support Homeless People

- 7.1 The Trust is the first NHS partner to be involved in a Driving for Change initiative launched by the Mayor of London, Sadiq Khan. Repurposed London buses will provide direct support to people sleeping rough on London's streets.
- 7.2 Executive Lead for Primary Care, Dr Mohit Venkataram, and Director for Primary Care, Marina Muirhead, attended the launch event on London's Embankment on Thursday 7 October 2021.
- 7.3 The Driving for Change initiative will be an all-in-one direct intervention service providing free GP consultations, haircuts, dental care, digital and financial literacy training, employment support, shower facilities, therapy assessments, and essential everyday items. This one-stop solution is a vital offering that will give people experiencing homelessness pathways to potentially life-saving key services and support.

8.0 The Bedford Beacon Launches

- 8.1 The Bedford Beacon is a welcoming drop-in space for people aged 18+ to stop social isolation, enable people to make friends, to provide an early intervention option for people with mental health issues offering group sessions, 1:1 support and access to other organisations. The service has been co-produced by service users and staff and is delivered in partnership.
- 8.2 It is based in Bedford (3 Woburn Road, MK40 1EG) and is open every Thursday from 17.30-21.00. A formal launch took place on 28 October at an evening event.

9.0 CAMHS Discovery College (DisCo) for Bedfordshire and Luton

- 9.1 Free workshops to provide life skills and promote mental wellbeing are to be provided by the Trust for children and young people across Bedfordshire and Luton. The area's first online Discovery College (DisCo) has been launched by ELFT's Child and Adolescent Mental Health Services (CAMHS).
- 9.2 It is open to anyone up to the age of 18 living in Bedford Borough, Central Bedfordshire and Luton and will provide courses and workshops shaped in partnership with young people.
- 9.3 The college will provide practical support to help maintain good mental health and learn skills that will help with day-to-day challenges. All workshops will be delivered by friendly tutors and designed to be informal and engaging. A launch session for the pilot project was held on 18 October to explore what DisCo means. A detailed prospectus with a range of creative engagement modules will also be rolled out over the coming months.

10.0 Support for People Experiencing Birth Trauma and Birth Loss

- 10.1 The Trust has partnered with local services in East London, and Luton and Bedfordshire respectively to launch a new maternal mental health service. Ocean (Offering Compassionate and Emotional Support for those living through birth trauma and loss),

- 10.2 This service will provide support for individuals experiencing psychological distress related to miscarriage, medical termination, neonatal death and stillbirth. It will also offer support to those who receive news of foetal abnormality during pregnancy, and after foeticide or medical termination. It will support people with issues directly related to and following traumatic birth experience or stemming from their perinatal experience.
- 10.3 This can include issues arising from assisted pregnancy, IVF, or LGBTQ+; women who experience significant fear or phobia related specifically to pregnancy and childbirth. For example, fear of giving birth, or undergoing examinations. They can also support in situations relating to parent-infant separation during the first year after birth due to children's social care involvement.
- 10.4 In East London, the service will be jointly provided by the Trust, Barts Health NHS Trust, Homerton University Hospital Foundation Trust and the charity Maternity Mates. It launched on 18 November.
- 10.5 In Luton and Bedfordshire, the service will be jointly provided by the Trust and in partnership with Bedford Hospitals NHS Foundation Trust and went live on 18 October.

11.0 Partnership with Northern Ireland Trust to Reduce Mental Health Waiting Times

- 11.1 A unique partnership between the Trust and Southern Health and Social Care Trust (SHSCT) aims to work together to look at new ways to tackle waiting times for people looking for mental health support in Northern Ireland. The Southern Health and Social Care Trust provides health and social care services across the five council areas of Armagh, Banbridge, Craigavon, Dungannon, and Newry and Mourne.
- 11.2 The project which will start at the end of November aims to make long-term positive changes to the care of people looking for mental health input in NI. SHSCT has had a high number of people come forward for support due to the psychological impact of the pandemic, lockdown, illness, and loss, with many reporting low mood, anxiety, feelings of sadness, distress, and other difficult emotions. As part of this initiative ELFT will provide consultation, leadership and training packages to SHSCT staff and teams.
- 11.3 A team of clinical and operations staff is currently being recruited by ELFT. Their first task will be to review and contact all existing referrals. On the basis of these discussions, individuals will be offered a range of options to support them.

12.0 System Oversight Framework

- 12.1 The NHS System Oversight Framework (SOF) has replaced the NHS Oversight Framework as the NHSE/I regulatory framework in the NHS. As part of this framework all Trusts and ICS areas are placed into categories from 1 (least support) to 4 (mandated intensive support). The purpose of the framework is to reinforce the system-led delivery of integrated care, in line with the vision set out in the NHS Long Term Plan, the White Paper Integration and Innovation: Working Together to Improve Health and Social Care for All, and aligns with the priorities set out in the 2021/22 Operational Planning Guidance.
- 12.2 This framework applies to all Integrated Care Systems (ICSs), Clinical Commissioning Groups (CCGs), NHS trusts and foundation trusts and focuses on five key metrics: Quality of care; Access and outcomes; Preventing ill health and reducing inequalities; People; finance and use of resources, and Leadership and capability

- 12.3 ELFT has been placed in Segment One, indicating “no specific support needs”. This is the highest segment in the framework.

13.0 CQC update

- 13.1 Congratulations to the Leighton Road Survey in Bedfordshire who have elevated their CQC rating to ‘Good.’ Continued improvement led by staff and patients in partnership has seen Leighton Road Surgery (LRS) receive an improved Care Quality Commission (CQC) rating.
- 13.2 The practice in Leighton Buzzard has achieved positive progress since joining the Trust and is now rated as ‘good’ overall. It was rated as ‘inadequate’ overall following an inspection in 2019. The team joined ELFT in 2020 and received an improved rating of ‘requires improvement’ overall and ‘good’ rating for providing safe services later the same year.
- 13.3 As detailed in my last report the Trust has also been inspected as part of the Well Led inspection process during October. My thanks go to everyone across the Trust who has supported this process. At the time of writing, we await the report from the visit. Further detail is provided in a subsequent agenda item.

14.0 Attack at Liverpool Women and Childrens’ Hospital

- 14.1 Following the bomb attack at Liverpool Women and Childrens’ Hospital on Sunday 14th November, the national threat level has been raised from Substantial to Severe. In line with other NHS trusts, ELFT has re-issued guidance on site security and will be carrying out additional site security reviews to ensure that our healthcare premises are as secure as possible.

15.0 NHS National Staff Survey 2021

- 15.1 Staff are being encouraged to participate in the NHS National Staff Survey 2021. The deadline is 30 November. The Picker Institute has been appointed to administer the Survey to ensure anonymity. The survey is online and has been emailed to all substantive staff in post on 31 August 2021
- 15.2 Staff are being urged to use the survey to tell the Trust what is working well and what could be improved. Each Directorate will receive £5 to be spent on activities for staff and service users for each completed survey received by Picker. Staff are being encouraged to see a screenshot of the ‘Thank you for submitted your survey’ screen to be entered into a raffle to win a top of the range iPad.

16.0 UKCloud

- 16.1 UKCloud, the company who partner with the Trust’s Digital services to provide Cloud storage, are currently experiencing challenges that create some risk to the future provision of this service. The Trust Executive, led by the Chief Digital Officer, have been keeping dialogue open with the UKCloud Executive, and taking advice and guidance from Gartner, our Digital expert advisors. The Digital team have developed a tactical response to ensure services are not affected, whatever the outcome of these issues. The Digital and procurement teams are exploring future storage options for the Trust, given the criticality of this service.

17.0 GMB Union to Ballot Staff Members on Proposal for Industrial Action

- 17.1 On 2 November 2021, the GMB Trade Union wrote to Trusts across the country (including ELFT) to confirm that they intend to hold a ballot for industrial action beginning on 10th November. The ballot relates to the NHS pay award for 2020/21 announced by the government in July this year. The Trust has since implemented the 3% pay increase that was confirmed. GMB are seeking an increase of 15%. NHS employers have responded to GMB on behalf of all NHS employers.

18.0 New Appointments/Leavers

- 18.1 ELFT Chair Mark Lam is to join North Middlesex University Hospital as its Chair. NHS England/NHS Improvement's Trust Appointments Approvals Committee announced this in October. In accepting the post, Mark, who is also currently chair of the Royal Free Hospital Group, will step down from his role with ELFT. Mark has committed to remaining in post until a succession plan has been determined and he will be supported in his ELFT role by his vice chair Eileen Taylor.
- 18.2 Day Njovana, interim Director of Tower Hamlets has been appointed to the permanent role as Borough Director for Tower Hamlets Adult Mental Health services.
- 18.3 Dr Dudley Manns, Medical Director for Luton and Bedfordshire Mental Health services, is leaving to take up a new role as a consultant psychiatrist in Dorset. Dr Angharad Ruttley will be taking on the role of Acting Medical Director for Luton and Bedfordshire Mental Health services.

19.0 New ICS Chief Executive Designates Appointed

- 19.1 Felicity Cox has been appointed as Chief Executive Designate of the NHS Integrated Care Board for Bedfordshire, Luton and Milton Keynes (BLMK), when it takes on statutory responsibilities in April 2022.
- 19.2 Zina Etheridge has been appointed as the Chief Executive Officer Designate of the Integrated Care System (ICS) for North East London.

20.0 Newham Health and Care Space – Managing Director Appointed

- 20.1 Newham Health and Care Space was successful in appointing to the Managing Director position following a national search. Matty Peacock was successful in securing this position. ELFT was represented by Dr Mohit Venkataram and Steven Course on the interview panel. Matty has extensive experience in leading buildings-related projects with local authorities and demonstrated excellent understanding of the ICS and population health vision of ELFT.

21.0 ELFT Staff Awards Ceremony and Party 2021

- 21.1 ELFT's Staff Awards Ceremony took place on 21 October at The Troxy in Limehouse, East London. 700 staff attended and 200 people watched the live stream of the event. The event was attended by the Rt Hon. Stephen Timms MP for East Ham and Rachel Hopkins, MP for Luton South who presented awards.
- 21.2 There was a film preview of the new #ELFTin1Voice song and a short film about the making of the film during lock-down.

- 21.3 The event was an opportunity to remember staff who had died since the last Staff Awards event. This included people who have retired as well as staff in service. The audience stood up and clapped for one minute to acknowledge this and celebrate their lives

22.0 Successful Bids

- 22.1 *Violence Reduction* The NHSE London Vanguard is leading on an ambitious and innovative 'Community Multi Systems Violence Reduction Programme' (CMSVRP), known as 'the London Vanguard.' It aims to improve outcomes for vulnerable children and young people aged 0-25 with complex needs across multiple domains. Partners across the North East London ICS including ELFT are piloting an integrated service across NHS and Local Authority partners (including a focus on Child Sexual Exploitation) in Newham and Waltham Forest.

- 22.2 *NHSX* This bid is for two phases of a three-phase project to develop a digital self-management and parental support resource for Disordered Eating in children and young people (CYP).

Phase One will engage clinicians, young people and their carers in co-creating the specifications for both (1) digital platform requirements and (2) content requirements to enable the development of a digital resource for self-care and parental support at a National Scale.

Providing digital self-care and parental support resources for disordered eating aims to improve the wellbeing of young people and by providing early intervention to reduce the risk of future deterioration. Phase One will evaluate the option for an integrated digital platform including NEL's two potential preferred solutions - Patient Knows Best and Barnardo's Journey, with the potential to host other self-care and parental support assets.

Phase Two will commission the creation of the hosting platform and production of digital content that supports the learning objectives set out by Children and Young People, Parents and clinicians. The product will be prototyped and embedded within clinical pathways within NEL and demonstrate clinical safety, effectiveness, and acceptability in preparation for future regional and National rollout in Phase 3.

- 22.3 *The Mayor's Office for Policing and Crime (MOPAC): Transitions to Adulthood Pilot – Mental Health.* The Transitions to Adulthood Hub is a community-based holistic service for 18-25 year olds on probation in Newham and 17 year olds transitioning from the Youth Offending Service to adult probation. The Hub provide wrap-around support tailored to young adults' distinct needs informed by an understanding of maturity in order to reduce reoffending, improve mental health and support young adults to make positive life choices.

Trauma-informed practice will be embedded across the Hub. ELFT is working with Voluntary and community sector colleagues in Newham to manage, oversee and deliver therapeutic, psychological and psychiatric interventions to young adults on probation accessing the Transitions to Adulthood Hub and to embed psychologically informed practice across the Hub.

23.0 External Awards

- 23.1 *Cavell Star Award.* A Cavell Star Award has been awarded to three team leads from the Primary Care at Home (PCaH) team: Melanie Harris, Karen Rudge and Mandy Reilly. Primary Care at Home manager, Sarah Denmead nominated her team for everything they have done in leading their teams through the most challenging of times over the last 18 months.

- 23.2 *Forward Healthcare Award.* The Trust's People and Culture team, alongside staff from People Participation and other corporate teams have been recognised for their work to support the children of staff with online learning during the pandemic in 2020. The cross-team collaboration made them winners of the in August for the category 'Workforce and Staff Engagement.'
- 23.3 *HSJ: Nation's Most Influential Minority Ethnic Leaders.* ELFT's Chief People Officer, Tanya Carter, has been recognised by the Health Service Journal as one of the most influential Black and minority ethnic figures working in the English health system today. She is one of 76 leaders that were picked from 'a substantial longlist of contenders' according to the judges. The compilation of the list was sponsored by the NHS Race and Health Observatory.
- 23.4 *BMJ Award for the Diversity & Inclusion.* Forensic service staff from East India ward, at the John Howard Centre, won the BMJ Award for the Diversity & Inclusion category. The combined work of staff and service users on the Clerkenwell, Ludgate and Broadgate wards also saw them receive a special commendation for their work to improve sexual safety in a forensic environment.
- 23.5 *Royal Society of Public Health Awards - Every Age Award category.* Newham Consultant Paediatrician/Associate Professor Michelle Heys is part of a team that has won the Every Age Award. The award recognises and highlights the work done to support infant feeding within South Asian communities in East London, a programme led by Professor Monica Lakhanpaul and Dr Logan Manikam, based within University College London's (UCL) Institute of Epidemiology & Health Care. Their Nurture Early for Optimal Nutrition (NEON) programme aims to optimise infant feeding, care, and dental hygiene practices among children under 2 years old, within communities of South Asian origin in East London, shifting the power to the community to better support mothers and carers.

24.0 Action

- 24.1 The Board is asked to **RECEIVE** and **NOTE** this report