

REPORT TO THE TRUST BOARD IN PUBLIC
27 January 2022

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

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.

Key messages

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 experience of care	<input checked="" type="checkbox"/>	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"/>	

Implications

Equality Analysis	This report includes the impact of current COVID rates and funding schemes that the Trust has launched to try and support work on recovery from this.
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	This reports includes information about new funding schemes that have been launched by the Trust.
Quality	This report provides an update on current service pressures and impacts on quality

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 Care Quality Commission Rated ELFT as 'Outstanding' for the Third Time

- 2.1 ELFT has achieved its third consecutive 'Outstanding' rating from the Care Quality Commission (CQC); the first Community and Mental Health Trust to achieve this rating for a third time. The CQC announced this on 13 January 2022. This recognition is a tribute to the work of all those within the Trust, despite the extraordinary challenges of recent times. Inspectors found that despite the challenges of the pandemic, the Trust had adapted, learnt and continued to make positive progress.
- 2.2 This rating is in addition to the tremendous achievement by primary care colleagues at Leighton Road Surgery in Bedfordshire who received an improved CQC rating moving from 'Inadequate with special measures' in 2019 to 'Good' across all domains in October 2021.
- 2.3 Further detail on the CQC inspection, including areas for improvement, is contained in the later agenda item on this Board agenda. In noting the feedback from the CQC, I would like in particular to thank Lorraine Sunduza and her team for their support to the inspection process and to staff and service users across the Trust.

3.0 Coronavirus Update

- 3.1 The impact of Omicron on service delivery has been significant. At the height of the Omicron wave there were 121 COVID positive patients in Trust beds, with cases across 27 of our wards. There was also a significant impact on staffing, compounded by the fact that the peak impact occurred over the Christmas holiday period. In response, the Trust Incident Response structure moved back to a daily basis, seven days per week and services across the Trust put contingency plans in place to enable the continued operation of services. Some members of staff have worked significant numbers of additional hours to enable a full service to be provided, and many thanks are due to staff across the Trust. Whilst there were some areas of particular staffing pressure, teams across the organisation did enable a full set of services to operate over this period. Visiting guidance has also been reviewed to limit the risks of the spread of Omicron. Thankfully, we have not yet seen the same level of serious illness and fatalities in either staff or service user groups in this Omicron wave of the COVID virus.
- 3.2 There have continued to be particular service pressures within CAMHS services, and as a result the small PICU unit at the Coburn centre has been closed in order to ensure that staffing is available for the remainder of the unit. Impacts on staffing across the health and social care system, and the impact of Care Home closures related to Omicron have also seen a significant reduction in flow through older adult beds, and a resulting increase in delayed discharges in this area. This situation is expected to improve as Omicron outbreaks reduce. Teams across the Trust have been very involved in supporting effective discharge from acute hospitals, and, despite the pressures outlined above, have continued to redesign services to support the operation of the acute hospital sector in response to Omicron.
- 3.3 *National Vaccination Programme:* As well as the operation of services in this period of significant pressure, staff at the Westfield COVID Vaccination Centre have been part of the national vaccination campaign to 'turbo-charge' the COVID Vaccine booster rollout. The team trebled capacity in the centre at short notice, and the ELFT Communications

team conducted an intense social media campaign involving local councils and the NEL CCG to stimulate walk-ins and bookings, liaising with the Westfield team to ascertain queue lengths to accurately advise the public.

- 3.4 *Westfield Vaccination Centre One Year Old:* The 11 January 2022 marked a year since we opened the Westfield COVID Vaccination Centre. In that time, the Centre has administered over 200,000 COVID vaccinations. The Centre is open from 8.30 am until 6.30 pm seven days a week and has a workforce of staff, ranging from qualified nurses and doctors, through to administrators, managers, trainees, domestic staff and security. Thanks are due to all of the team and those involved in establishing and supporting the centre for all their work on this most important of programmes.
- 3.5 *Vaccination as a Condition of Employment:* The Government has made vaccination a condition of employment in the NHS for all patient-facing health and social care workers in England. This means that from April 2022, staff will need to have two doses of a COVID-19 vaccine to go to work unless they have an exemption. The requirement will also apply to those working in general practices, private hospitals, community services, and any other health or care organisation. Staff will need to have had their first dose by 3 February to be compliant by 1 April. At present, there are some 450 members of staff who are not yet vaccinated, and we are in the process of one to one conversations with all of these people to understand their circumstances and intentions and to encourage them to be vaccinated. The People and Culture team are working with local partners to draw up a policy and process for redeploying unvaccinated staff where we can. In the meantime, we continue to advise staff how they can book a vaccine appointment, and provide up-to-date information and webinars. This requirement also applies to third party suppliers, and so we are in the process of ensuring that relevant suppliers and contractors are compliant with these legal requirements.
- 3.6 *People With Serious Mental Illness Among Lowest Vaccinated:* People with a serious mental illness are among the most likely to be unvaccinated, with some particular challenges in North East London. In the Trust, the COVID vaccine status of inpatients is being checked on admission with vaccine being offered. Staff are being asked to make every contact count by asking about vaccination status, explaining the benefits, listening to concerns, responding and offering direct support.

4.0 ELFT 'Thank you'

- 4.1 In December, it was a pleasure to be able to thank the 7000 people who have worked with the Trust during this year with a one off £100 'bonus' payment. This will be paid in January 2022, and was a small gesture to thank everyone who has been part of the work of the Trust through the many challenges of 2021.

5.0 Influenza Update

- 5.1 Alongside the staff COVID vaccine programme, we have also offered flu vaccination. Influenza was predicted to be a high risk this winter as immunity would have waned due to low rates last year. Staff are being urged to have the flu jab to reduce the risk of passing influenza to patients and colleagues, and to support business continuity.
- 5.2 At present, 60% of frontline staff have received the flu jab, and the Trust has also vaccinated 140 staff from partner organisations.

6.0 Integrated Care System mobilisation and planning framework.

- 6.1 The go live date for Integrated Care Systems has been delayed from the 1st April 2022 until 1st July to allow for the passage of the Health & Care Bill through parliament, and in the context of the NHS response to Omicron. Both Bedfordshire Luton & Milton Keynes and North East London Integrated Care Systems continue to plan for, and mobilise Integrated Care Systems in shadow form, through the constitution of the Integrated Care Boards, and the development of Provider Collaboratives, and place-based systems. The Trust is participating fully in these developments.
- 6.2 NHS England has published planning guidance (<https://www.england.nhs.uk/operational-planning-and-contracting/>) which lays out the national priorities for 2022/23. The priorities focus on the continuing response to and recover from the pandemic and include the next stage of ambition and investment into mental health services as part of the NHS Long Term Plan, including into CAMHS, perinatal, Improving Access to Talking Therapies, and adult crisis and community services, including a further major expansion of community services as part of our community mental health transformation. The priorities also include additional investment into services for people with a learning disability and in particular people with autism. The priorities also include a new focus on developing virtual wards, with associated new investment, in addition to the national Aging Well programme in our community health services. The Trust is working closely with commissioners and other system partners to develop our detailed system plans, for initial submission to NHS England in late March 2022.

7.0 Health Advances in Underrepresented Populations and Diseases (HARP) Research

- 7.1 Tackling health inequalities is the target of a bold new £11.6 million programme of research from Queen Mary University of London and City, University of London, which will train 32 healthcare PhDs over eight years. Programme partners include ELFT and Barts NHS Trust, who are providing participants with funding for up to a year after completion of their PhD so as to encourage them to remain academically active. This support will also allow people to continue benefitting from mentoring support from the HARP Faculty for a total of two years.
- 7.2 The programme focuses on research centering on people and diseases that have traditionally been underrepresented in healthcare studies. It is an important area of research, the outcomes of which will be of value to communities across east London and also nationwide. Key areas of study will be:
- > Social inequalities (demographic and protected characteristics);
 - > Marginalisation (socioeconomics, education, lifestyle choices, legal/housing status);
 - > Health status (mental health or rare diseases).
 - > Applicants can be of any health profession, such as medical graduates, dentists, nurses, physiotherapists, clinical psychologists, and many others.

8.0 New CAMHs Inpatient provision in BLMK

- 8.1 An overarching business case for the development of an interim 8 bedded Adolescent Unit for Children and Young People in Bedfordshire, Luton and Milton Keynes (BLMK) has been approved. In BLMK, there are no CAMHS Tier 4 beds, and children and young people requiring an inpatient admission are often transported across the

region/country in order to access this provision. They are often placed inappropriately on paediatric wards whilst they await adolescent mental health beds and, on occasion for clinical reasons, are placed in Adult Mental Health beds.

- 8.2 The First Floor of Calnwood Court on the existing ELFT adult mental health inpatient footprint at the Luton & Dunstable Hospital site has been identified as the location for the service. The capital work on this project is due to be completed by September 2022.

9.0 Launch of Fund for Community Groups

- 9.1 A fund of £1.8m has been launched by ELFT to help groups supporting the communities served by the Trust. Voluntary, community and social enterprise sector (VCSE) organisations of all sizes can apply for grants of between £5,000 and £100,000. The programme was launched on 17th January 2022. The programme aims to fund voluntary sector led projects that reach communities experiencing challenges and exclusion resulting in inequalities in mental health. Mental health voluntary sector organisations may also apply for funding if they are at direct risk of closing or losing capacity as a result of the COVID pandemic.
- 9.2 Applications are welcome from voluntary and community sector organisations working in City & Hackney, Newham, Tower Hamlets, Bedford, Central Bedfordshire and Luton. The programme is being managed by the Trust's social enterprise Compass Wellbeing. Applications will be reviewed on February 6 and Compass Wellbeing will share grant decisions to all applicants on February 11.
- 9.3 Funding is project-based. All applicants will also be asked to indicate which population group or priority area their work most closely aligns to from a list of themes including children and young people (CYP) community and crisis, young adults (18-25) and adult and older adult mental health in the community.

10.0 Launch of Staff Innovation Fund

- 10.1 Trust staff and service users and carers are being encouraged to apply for grants of up to £10,000 (more in exceptional circumstances) to help bring the Trust strategy to life. This staff innovation fund was launched on 19 January 2022.
- 10.2 The fund will support projects across all of the populations the Trust serves and is open to colleagues, services users and/or carers across ELFT's mental health, community health and primary care services. Combined proposals from teams and service users and/or carers are particularly encouraged, as is the use of quality improvement (QI) to support delivery of ideas. Non-recurrent funding would be provided for selected projects, which need to be delivered during the rest of this financial year. The final deadline for proposals is 6 February 2022.

11 External Awards

- 11.1 *Phillip Goodeve-Docker Award City University:* Newham Diabetes Specialist Nurse, Rita Osemwengie, is this year's winner of the Phillip Goodeve-Docker Award at City University for being the best District Nurse student. The academic prize is offered to the top performing student of the District Nursing SPQ programme in every university in England, Wales and Northern Ireland.
- 11.2 *Queens Nursing Institute International Award:* Mark Rodriguera, Advanced Telehealth Practitioner working in the Newham Telehealth Team, has won a highly coveted Queen's Nursing Institute International Award. The QNI International Award is awarded

once a year. It recognises outstanding practitioners who are internationally educated and work in community settings in England.

- 11.3 *National Award for Inpatients Police Partnership Programme*: Richard Harwin, ELFT's Health, Safety, Security & Emergency Planning Manager was a joint recipient of this award for an effective Bedfordshire Partnership between the police and NHS to support inpatient mental health staff and service users.
- 11.4 *Zenith Global Health Award*: Ruth Bradley, Director of Nursing for Integrated Care, won this national award for Valuing the Workforce.
- 11.5 15 community nurses have become Queen's Nurses. The title of Queen's Nurse (QN) is available to individual nurses who have demonstrated a high level of commitment to patient care and nursing practice. All nurses, health visitors and midwives with five years' experience working in the community are eligible to apply. Our QNs are:

Bedfordshire

Sarah OHare, District Nurse
Sarah Stringer, Community Matron
Helen Speller, Community Matron
Edward Phillips Practice Development Lead
Dawn Didswell District Nursing Team Leader
Melanie Harris District Nursing Team Leader
Dale Turland-Ord, Community Matron
Amy Anderson, Practice Experience Manager for Pre-Reg Nursing Students

Newham

Rebecca Danilels, Community Matron, Children Services
Sekayi Tendayi, Service Manager & Lead Specialist Nurse Sickle Cell and Thalassaemia
Emily Guilmant – Farry, Asthma Nurse Specialist

Tower Hamlets

Emma Robinson, Clinical Lead
Mary Onikoyi, Specialist Practice Teacher and SPQDN Team Leader
Lauren Preece Advance Care Planning Nurse

Corporate

Caroline Ogunsola, Professional Development Lead Nurse for Community Services

Congratulations to all of those who have been awarded this status in recognition of their commitment to patient care and nursing practice.

12 New Appointments

- 12.1 Dr Angharad Ruttley has taken up role as Acting Medical Director for Beds and Luton following the departure of Dr Dudley Manns.

Sasha Singh, formerly Assistant Director and Associate Clinical Director for Bedford and Luton Inpatient Services, has been appointed Director of Nursing for London. She will replace outgoing Director of Nursing Andy Cruickshank who is to be the Chief Nurse in Kent and Medway NHS trust. I would like to extend my thanks and admiration to Andy for his long contribution to the work of ELFT starting at the Coborn in its temporary home at St Clements Hospital many years ago.

We wish Andy, Angharad and Sasha all the best in their new roles.

13 Action Being Requested

13.1 The Board/Committee is asked to:

RECEIVE and **NOTE** the report for information