

East London NHS Foundation Trust

Summary of Annual Report and Accounts
2019 - 2020



We care
We respect
We are inclusive

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This booklet is a summary of ELFT's Annual Report and Accounts for 2019-2020. You can find the full report on the ELFT website: www.elft.nhs.uk in the 'Publications' section.

About Us

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 and Luton are among the most culturally diverse parts of the country but are also among the most deprived areas. Bedfordshire is a predominantly rural area with some of the most affluent communities in the country living

alongside some of the most low income and deprived groups. Both areas therefore pose significant challenges for the provision of mental health, community health services, primary care and Learning Disabilities (LD) services.

The Trust operates from over 100 community and in-patient sites, employs over 6,300 permanent staff and has an annual income of just under £467 million.

Overall Performance of the Trust in 2019-2020

Category	Indicator	Performance
NHS Improvement	NHS Oversight Framework 2019-2020 segmentation (1-4 with 1 being maximum autonomy)	1
Care Quality Commission	Overall rating (either "inadequate", "requires improvement", "good" or "outstanding")	Outstanding
National targets	National targets relevant to mental health and community services	Fully compliant



Foreword

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

We are delighted to introduce our annual report for 2019-2020, a year that has seen us start a revolution in mental health care and consolidate our role in supporting people with long term conditions effectively. But the end of the year presented the Trust and the NHS with one of the greatest challenges in our existence – coronavirus – which we will say more about later. With our strategic focus on population health and supporting our communities at the very start of their journey, we were delighted to welcome two primary care GP practices into the ELFT fold. Leighton Road GP Practice, Bedfordshire, joined us in February 2020, and Cauldwell GP Practice, Bedford, joined us on 1 April 2020. Developing care pathways to provide optimum care to patients from the outset is a key way to truly enhance the health of our communities. GP services are usually the first contact that all people have with health and care services. Working in partnership, we will bring together our mutual expertise to benefit patients. We have also been thrilled to lead transformation in mental health care. Mental health services underpinned by the Care Programme Approach has been the model in use for almost 20 years. We are on the cusp of a totally new way of supporting people with mental health issues to not so much support them to adapt, but work with them to change the things in their life that cause them to become ill or have a poor quality of life. It is early days and it is an ambitious programme but there is a lot of energy and belief that it is time for something completely different. Modern services for modern times.

This year has seen us work with partner organisations to expand crisis services across all areas of the Trust to engage with people at their most vulnerable and help them to access support that is meaningful and appropriate to their situation. We have embedded our ePrescribing programme which provides safer dispensing and administration of medication to inpatients; we ran an amazing 'Mile in My Shoes' campaign offering staff the chance to be involved in listening and sharing stories as part of our Dignity and Respect at Work campaign, in response to our Staff Survey results; we received funding from the School Trailblazer Programme which means young people in City and Hackney, Bedfordshire and Luton have early access to mental health support in school or college; and we installed our first electric charging points at the John Howard Centre, to name but a few of our achievements this year.

The last 12 months have been something of a rollercoaster concluding with COVID-19 outbreak, probably the most monumental challenge to the Trust and the NHS in our lifetime. We have all learnt to work differently and our major incident plans have stood up to the challenge. Staff have adopted new

ways to support service users, and new ways to support each other. We have experienced a digital revolution and been propelled into new ways of communicating which would have happened over a longer period. We were not surprised that our staff not just rose to the challenge but exceeded expectations in every respect. We would like to thank each and every staff member for their care of patients and service users, and for their care of each other. We have never been prouder of them than we are at this time.

This has also been a personally devastating time for some individuals in our care and for many in our communities where the incidence of coronavirus and deaths from COVID-19 has been high.

We have lost vulnerable patients and service users which has affected their families, and the staff who supported them. Our thoughts are with you.

During the year we have been so fortunate to have the active participation of those we serve and our communities, ensuring that our decisions are informed, meaningful and appropriately delivered. Our thanks to our Council of Governors who have engaged with our membership and their wider networks to support the Trust. Their ideas, insights and challenge test our thinking, assist us to innovate and ensure population health and the delivery of quality truly are core business. We are proud that they won an NHS Providers Membership Showcase Awards in the Governor/Member Engagement Category.

We reserve our most heartfelt thanks to our service users and carers who have worked alongside us, shaping, challenging, delivering and evaluating in our drive for continuous improvement. Active people participation at every level, is truly an ELFT treasure, which has defined the Trust's success.

You will be aware that we are both to leave ELFT to take on leadership roles: Marie Gabriel as Independent Chair of North East London Integrated Care System, and Dr Navina Evans as Chief Executive at Health Education England.

We are both going to organisations that will continue to work with ELFT so will cherish the continuation of the Trust's development and the unique relationship we already have.

NB. The annual report covers activity up until 31 March 2020. However, we feel we should acknowledge world events which have taken place since then in relation to race and inequalities, and state publicly (as we have on the ELFT website) that we recognise the hurt and distress these issues have raised for BAME staff and for our diverse BAME communities. We are committed to addressing health inequalities and recognise that this is not a BAME issue but one that requires action by us all.



Five Year Strategy

Launched in 2017, the Trust's five-year strategy was the culmination of over 100 focus groups with staff, Governors, service users and carers in our 'Big Conversation' where we asked participants to think about what they thought the direction of travel for the Trust should be, our objectives and priorities.

The strategy states the purpose of the Trust is to "improve the quality of life for all we

serve" and our overarching objective is that by 2022 we will build on our success and lead on the delivery of integrated care. We will do this by working purposefully in collaboration with our communities and partners, always striving towards continuous improvements in everything we do. These statements will help us to focus on the future and ensure that everything we do connect to these aspirations.

Mission

WHAT IS OUR ROLE IN SOCIETY?

Vision

WHAT DOES OUR CORE PURPOSE NEED TO BE?

Strategic outcomes

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

To improve the quality of life for all we serve

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

Improved population health outcomes



Improved experience of care



Improved staff experience



Improved value





Tell us what the
#ELFTPromise
means to you?

Barbican Event
BARBICAN8436

Go to [Menti.com](https://menti.com/41553)
41553

We care We respect We are inclusive We care We respect We are inclusive We care We respect We



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ELFT Promise

Launched at our staff awards in February 2020, the #ELFTPromise is something that all our people can identify with throughout the Trust as we work to improve population health outcomes and experience of care through quality improvement and people participation, improve staff experience and value. Our promise statement that reaffirms our goals and helps underpin our mission, vision and values.

We promise:

To work together creatively
To learn what matters to everyone
To achieve a better quality of life
To continuously improve our services.

BAME Leader

Non-Executive Director Anit Chandarana was named in the BAME 100 Business Leaders Index.



In Recognition

Chief Executive Dr Navina Evans was named in the 2020 New Year's Honours List as the recipient of a CBE (Commander of the British Empire) in recognition of her services to NHS leadership and the Black, Asian and Minority Ethnic (BAME) community.

Dr Evans was also named in the top three (number 2) of the HSJ Top 50 Trust Chief Executives 2019 and FTSE BAME 'Women to Watch'.

Honoured

ELFT was named as a top health employer by Stonewall. The Trust was ranked at 202 out of 500 organisations that applied to be part of the Stonewall Top 100 Employers scheme. ELFT was also rated 24th of the 64 health organisations that applied.



Our Council of Governors and Members

An integral part of the Trust is the Council of Governors who brings the views and interests of the public, service users, our staff and other stakeholders into the heart of our governance. This group of committed individuals has an essential involvement with the Trust and contributes to its work and future developments in order to help improve the quality of services and care for all our service users and carers.

The Council comprises 45 members: 26 of which are elected to represent public constituencies, nine who are elected as staff representatives and appointed by partnership organisations.

Governors do not undertake operational management of the Trust. Instead they challenge the Trust Board, acting as the Trust's critical friends. They help shape the organisation's future direction in a joint endeavour with the Board.

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

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

The Trust gained Foundation Trust Status in November 2007 and since then around 9,000 members of the public, many of them patients, service users and carers have signed up to become members. This means that they can have a real say in shaping the development of future Trust services and in helping it reduce the stigma and discrimination associated with health issues. Through their elected representatives, the Council of Governors, Trust members can also have a say in strategic planning for the Trust. Membership is free and open to anyone over the age of 12 and living in Bedfordshire, Central Bedfordshire, Luton, City of London, Newham, Hackney, Tower Hamlets or living in any other areas of England. Public Members will include service users, carers and local residents.





New ePrescribing Technology

New ePrescribing technology to replace handwritten prescription charts was introduced across all East London services and being introduced in Bedfordshire and Luton. The use of ePrescribing removes the need for handwritten prescriptions and dramatically reduces the risks of medication error. It supports medicines optimisation and improves patient outcomes where medicines are used in treatment.

Dr Paul Gilluley, Chief Medical Officer for ELFT, said: "The move to ePrescribing means we will save time, improve safety and bring about improved outcomes for patients."



PC Andrew Harris



A specialist police officer has been appointed to provide direct support to mental health inpatient staff and service users across Bedfordshire and Luton.

PC Andrew Harris is Bedfordshire Police's Mental Health Investigation Officer and works directly with the Trust's inpatient sites across the county.

PC Harris has been an officer for 12 years and worked as an NHS liaison officer when with the Met Police.

Through his new role he provides a visible police present to staff and service users, a single point of contact for mental health inpatient teams and investigates any incidents of anti-social or criminal behaviour.



Experts by Experience

The pioneering Service User-Led Accreditation programme was launched to recognise excellence and support improvement in delivering standards of care that matter most to service users. The programme has been designed with the Trust's core values at heart, placing the service user at the heart of what we do. More than 55 service users, carers and staff have shaped the standards and process to ensure the system is accessible, transparent, built around the needs of patients and engaging for staff. Accreditation is set at three levels: gold, silver and bronze.

Mental Health Hub

A mental health hub has been launched by Bedfordshire Police in partnership with the Trust to provide joined-up help and support to officers and the public.

It brings together mental health professionals working alongside police colleagues in response to people experiencing mental health crisis.

The hub also acts as a central connection point for existing and new mental health support services provided in partnership with the police and ELFT.





Lift-Off



The Trust launched The Lighthouse in Leighton Buzzard, a 'safe space' for anyone with mental health concerns inspired by carers and service users and led by trained volunteers.

The team of trained Lighthouse volunteers and qualified health professionals provide support, advice and - if needed - signposting to a range of services in Bedfordshire.

They can help everyone from those feeling lonely or isolated, people with worries about practical issues like applying for benefits, those who want support as part of their recovery, or anyone who feels they are close to or experiencing a mental health crisis.

The new partnership is supported by Bedfordshire Clinical Commissioning Group (CCG) which is responsible for the planning and commissioning of health care services for the county.

The practice provides care to 20,000 children and adults in Leighton Buzzard.

The Greenhouse primary care GP practice in Hackney also joined the Trust.

The practice is provided in partnership with Groundswell, a charity which works with homeless and vulnerable people

The practice provides care to people living in hostels or supported accommodation, rough sleepers, and people who spend a significant amount of time on the street or in other public places. But they will also support the hidden homeless, such as people in squats or 'sofa surfers.' Seven staff will transfer over so patients will continue to be seen by staff they are familiar with.

The Trust provides a similar service in Tower Hamlets and Newham as well as mental health services in The City of London and Hackney. Alongside Groundswell, both organisations have considerable experience of the challenges which face homeless people and in supporting vulnerable individuals.

The Trust supported Compass Wellbeing CIC to secure its future in Tower Hamlets.

The Tower Hamlets-based social enterprise will continue to deliver services for local people in an agreement reached with the Trust which had recently secured the contract to provide Talking Therapy services in the borough, previously supplied by Compass Wellbeing. Compass will maintain its brand and staff will remain working for the organisation as part of the partnership deal with ELFT.

City & Hackney colleagues and partners were named winners in the Mental Health Innovation of the Year category of the HSJ Awards for the alliance model for primary care SMI physical health project.

The multi-agency project was also highly commended in the Community/Primary Care Service Redesign and Primary Care Innovation of the Year categories. The Trust's Enjoying Work project was shortlisted in the Staff Engagement category 15.

Expansion

The Trust expanded its primary care portfolio by welcoming colleagues from two GP practices.

The Trust has joined with the partners at Leighton Road Surgery in Leighton Buzzard, Bedfordshire, to work alongside staff, local authority and voluntary sector partners to deliver services at the surgery.

The new contract started on February 1, 2020.





Perinatal Services



Perinatal services were expanded across East London. The Trust hosted a launch event at the London Stadium in Stratford in partnership with the East London Health and Care Partnership, the North East London Foundation Trust (NELFT).

Perinatal mental health services provide care to women who experience mental health issues during pregnancy or in the first year following the birth of a child. Perinatal mental health problems can have long-standing effects on children's emotional, social and cognitive development without the right care.

The launch event brought together a wide range of staff from across the region including mental health professionals, midwives, health visitors, GPs, commissioners and women who have used perinatal services to listen to a series of specialist speakers and to hear how increased investment in perinatal services is being used locally.

"The expansion of services in north-east London is necessary considering that there are 25 per cent more births per year in this region than in any other part of London," said ELFT Modern Matron Justine Cawley.



New Newham Hub

The 24hr Newham Mental Health Assessment & Crisis Hub was launched as a single point of entry for all secondary mental health referrals across the whole borough.

The Hub team screen and triage all referrals, streaming to the most appropriate care pathway.

The Hub is staffed by mental health practitioners 24 hours a day who are able to undertake face-to-face assessments of service users within four hours of referral where necessary.

The service can be contacted on: 0207 771 5900.

Charging points for electric and hybrid vehicles have been installed at the John Howard Centre in Hackney. The new devices come as part of the Trust's ongoing 'Green ELFT' campaign and its commitment towards reducing ELFT's carbon-footprint. The Trust has been moving towards switching to efficient and cleaner energy alternatives and has turned to 100 per cent renewable energy since the beginning of April 2019. The changes are part of larger plans to implement new and cost effective ways of bringing in environmentally friendly ideas to the Trust, including large scale recycling, reusable cups, LED lighting replacement, plant room and boiler insulation and the installation of new bicycle hangers.



SIM

Newham and Bedfordshire & Luton directorates have been delivering SIM (Serenity Integrated Mentoring) care in partnership with police colleagues. SIM is a nationally recognised and award-winning mentoring programme is being piloted in Bedfordshire and Luton for high intensity service users who come into frequent contact with healthcare and emergency services. SIM will bring together police officers who are passionate about mental health, high intensity behaviour, risk management and basic clinical theory, to work alongside mental health colleagues.





A Mile in My Shoes

The Trust has successfully been implementing a comprehensive health and wellbeing offer which encompasses positive emotional, physical and social wellbeing.

The Trust is actively supporting staff wellbeing to ensure that their experience in the workplace is a positive one and support includes:

- Subsidised massage yoga and pilates
- Monthly wellbeing sessions during induction
- Funded physiotherapy for staff via our OH provider
- The launch of our Wellbeing Wheel which pulls together physical, financial, social and emotional wellbeing support available to our staff.

The Trust was shortlisted for the Health Service Journal (HSJ) Awards for Employee Engagement and 'highly commended' for the Healthcare People Management Association

(HPMA) awards for Excellence in Employee Engagement. The Trust was accredited with two London Mayor's Health workplace awards (LHWA): foundation and then achievement.

In May 2019 we launched the Respect and Dignity Campaign following our 2018 national NHS staff

survey results. The aim of the project was to reduce the numbers of staff who had experienced bullying and harassment from patients or their relatives, colleagues or their line manager. As part of the campaign the Executive Directors made pledges.

The Trust hosted an installation called 'A Mile in My Shoes', run by the Empathy Museum, as part of its Respect and Dignity work.

The exhibition enabled staff to the shoe shop, put on a pair of shoes and listen to the individual's recorded stories through a set of headphones – literally walking a mile in other people's shoes whilst listening to their stories. The exhibition was attended by more than 300 staff across the Trust.

During the COVID-19 pandemic the Trust:

- Sent out 2,800 laundry bags and protective headbands – donated by various NHS volunteers across the country
- Sent out 25,510 "thinking of you"/"pick-me-up"/"thank you" treats including coffee pods, iced coffee, Easter eggs, energy drinks, flavoured waters, fresh fruit and veg hampers and snack bars
- Organised the delivery of 1,450 meals per week to a variety of our London sites and encouraged participation in three new ELFT online fitness platforms.





ELFT Accounts

(You can view our full Financial Accounts in the ELFT Annual Report 2019-20)
The accounts for the financial year April 2019 – March 2020 were issued with an unqualified audit opinion.

Capital

The Trust delivered a sizeable capital programme of £13m. The broad categories of spend are upgrades of clinical areas and buildings (£5.8m), plant and machinery / furniture and fittings (£0.5m) and information technology and informatics improvements (£6.9m, including £1m hosted on behalf of North East London).

Income

The Trust received £467m of income in 2019-2020. The table below provides an analysis of the income as reported in the accounts with comparators for the previous financial year.

The Trust has complied with the cost allocation and charging requirements set out by HM Treasury. The Trust has not received any income that is not related to the provision of goods and services for the purposes of the health service in England.

Annual Income and Expenditure Summary	2019-20	2018-19
	£000	£000
Operating Income	467,131	428,704
Operating Expenditure	(450,470)	(407,628)
Operating Surplus / (Deficit)	16,661	21,076
Finance Costs		
Interest Receivable	843	649
PFI and Finance lease interest payment	(2,309)	(2,365)
PDC Dividends payable	(5,804)	(5,804)
Movement in fair value of investment Property		
Net Finance Cost	(7,270)	(7,520)
Surplus / (Deficit) for the year	9,391	13,562
Other comprehensive income		
Revaluation gains / (losses) and impairment losses	8,408	(1,015)
Re-measurement of net defined benefit pension scheme	4	106
Total Comprehensive Income / (Expense) for the year	17,803	12,563

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

Annual Income	2019-20	2018-19
	£000	£000
Income from Activities		
Clinical Commissioning Groups and NHS England	418,845	374,781
Department of Health	10	3,600
Foundation Trusts	2,910	2,746
Local Authorities	15,685	17,639
NHS Trusts	9,010	8,679
NHS other (chargeable to patient)	1	0
Non-NHS Other	1,216	203
Total Income from Activities	447,677	407,648
Other Operating Income		
Education and Training	8,902	8,804
Research and Development	2,630	1,463
Rental revenue from operation leases	480	457
Other income	3,486	3,006
Provider Sustainability Funding	3,956	7,326
Total Other Operating Income	19,454	21,056
Total Operating Income from Continuing Operations	467,131	428,704

Annual Expenditure	2019-20	2019-20	2018-19	2018-19
	£000	%	£000	%
Service from NHS Bodies	28,945	7%	29,609	8%
Service from Non NHS Bodies	8,907	2%	10,692	2%
Staff Salary	328,096	74%	291,061	73%
Establishment	4,600	1%	4,218	1%
Supplies and Services	16,744	4%	19,665	5%
Drugs	4,522	1%	4,158	1%
Premises and Transport	18,666	4%	16,633	4%
Other	33,831	7%	24,982	5%
Subtotal	444,311	112%	401,017	100%
Depreciation and Amortisation	7,166		7,248	
Impairments	(1,007)		(638)	
Subtotal	6,159		6,610	
Total Expenditure	450,470		407,628	

Analysis of the operating spend is shown in the table above with comparative figures for 2018-2019. Staff pay cost account for 73% of the total operating spend. This is consistent with the nature of the services we provide and is comparable with other Trusts who provide similar services.

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



Remuneration Report and Annual Governance Statement

The Executive Directors' remuneration report and Annual Governance Statement are available in the ELFT Annual Report 2019-20).

Translation

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

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Trust information and news is shared throughout the year through a range of channels including



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[@NHS_ELFT](https://twitter.com/NHS_ELFT)



Our website
www.elft.nhs.uk



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