

REPORT TO THE TRUST BOARD: PUBLIC
23 July 2020

Title	Update on COVID-19 Workstreams
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Purpose of the Report:

The report informs the Board of key areas of work being taken forward through the Trust workstreams

Summary of Key Issues:

The report outlines work taking place to design new service models, support effective leadership, sustain co-production, embed work on inequalities and adapt to the changing world of work.

Strategic priorities this paper supports (Please check box including brief statement)

Improved experience of care	<input checked="" type="checkbox"/>	The workstreams aim to support improved experience of care during the COVID pandemic.
Improved population health outcomes	<input checked="" type="checkbox"/>	Workstreams include a continued focus on population health, and particularly on inequalities in the areas we serve.
Improved staff experience	<input checked="" type="checkbox"/>	The workstreams aim to support improved staff experience during the COVID pandemic.
Improved value	<input checked="" type="checkbox"/>	The workstreams aim to support improved value during the COVID pandemic.

Implications:

Equality Analysis	Positive impact on reducing health inequalities through focus on addressing inequalities.
Risk and Assurance	Ensuring that we develop a trust response effectively in these areas will provide additional assurance, minimise risk and improve accountability.
Service User / Carer / Staff	Engagement in our workstreams will ensure they better meet the needs and aspirations of service users, carers and staff.
Financial	Increasing the potential for creating value by involving and working with others to support our work in the next phase of the COVID-19 pandemic.
Quality	Improving in response to the experiences of staff and service users will help drive quality improvements further.

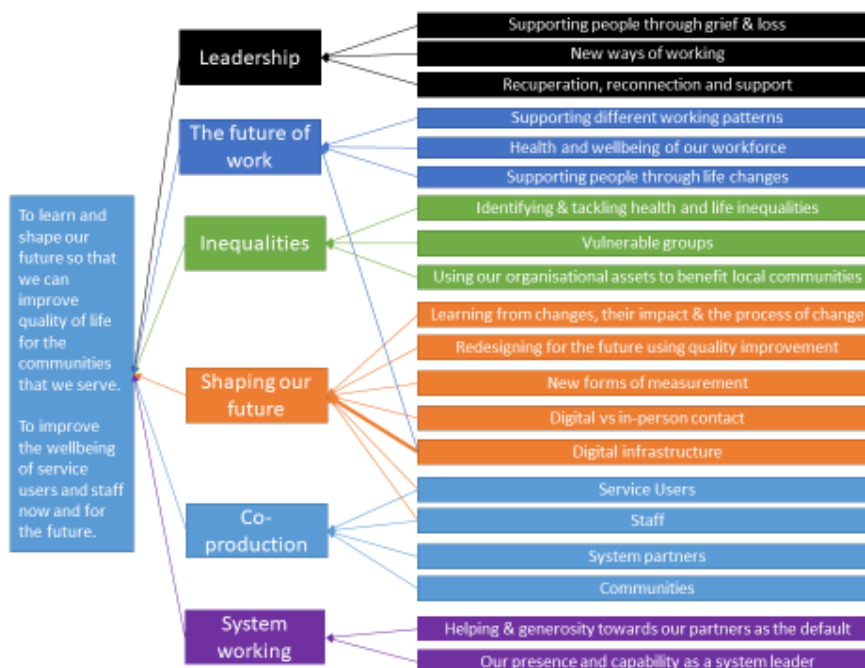
Glossary

Abbreviation	In full
DMT	Directorate Management Team
IAPT	Improving Access to Psychological Therapies
P&C	People and Culture

COVID-19: Update on workstreams

1.0 Background/Introduction

- 1.1 As reported previously to the Board, the focus of Trust and NHS planning has moved to focus on understanding the impacts of the COVID-19 pandemic to date, and on the restoration and reshaping of services for the future.
- 1.2 This work is being taken forward through five main workstreams, supporting services directorates and corporate teams as set out below.
- 1.3 In the current phase of the COVID-19 pandemic, the focus of Trust and NHS planning has moved to focus on trying to understand the impacts of the pandemic to date, and on how to try and restore and reshape services for the future.
- 1.4 The work in the Trust is being taken forward through five main workstreams, supporting service directorates and corporate teams as set out below. The work overall is summarised in the driver diagram below.



- 1.5 This paper provides an update on the work in these workstreams since their establishment in June 2020.

2.0 Shaping our Future workstream

- 2.1 The 'shaping our future' workstream aims to support our services to make sense of the changes that have taken place over the last 3 months, plan ahead for likely future scenarios, and undertake a redesign process to determine future service model. Services and directorates lead this process, and call on coordinated corporate support from quality improvement,

performance, people participation, population health and financial viability to support and facilitate this work through a series of virtual workshops. The approach strongly encourages both quality improvement and coproduction. The tools and frameworks for this workstream have been made available publicly and are now being used by other Trusts.

2.2 The infographic below shows engagement across the Trust with this workstream as at the start of July 2020. There will naturally be a variation in the pace and readiness across services and directorates to pause, reflect, systematically learn and redesign in order to optimise outcomes.

SHAPING OUR FUTURE Progress Update



Directorate	Service/Team	Collective sense making	Scenario planning	Service redesign	Directorate	Service/Team	Collective sense making	Scenario planning	Service redesign
Bedfordshire and Luton Mental Health	Community - Adult CMHT	Planned	Planned	Planned	Community Health - Newham	Directorate wide	Completed	Under Discussion	Under Discussion
	Community - Learning Disabilities	Completed	Under Discussion	Under Discussion		Learning Disabilities	Completed	Under Discussion	Under Discussion
	Community - Memory Assessment Service	Completed	Under Discussion	Under Discussion	Community Health - Tower Hamlets	Directorate wide	Completed	Under Discussion	Under Discussion
	Community - Psychological Therapies Service	Completed	Under Discussion	Under Discussion		Commercial Development	Completed	Under Discussion	Under Discussion
	Community - Psychologists	Completed	Under Discussion	Under Discussion	Corporate	People and Culture	Completed	Under Discussion	Under Discussion
	Crisis - Directorate wide	Under Discussion	Under Discussion	Under Discussion		Pharmacy	Completed	Under Discussion	Under Discussion
City and Hackney Mental Health	Directorate wide	Under Discussion	Under Discussion	Under Discussion		Forensics	Administration teams	Completed	Under Discussion
	Learning Disabilities	Completed	Under Discussion	Under Discussion	Community Teams		Completed	Under Discussion	Under Discussion
	Memory Assessment Service	Completed	Under Discussion	Under Discussion	Directorate wide		Completed	Under Discussion	Under Discussion
	Psychological Therapies Service	Under Discussion	Under Discussion	Under Discussion	Matrons		Completed	Under Discussion	Under Discussion
Newham Mental Health	Community Group (OT's)	Under Discussion	Under Discussion	Under Discussion	Nurse managers		Completed	Under Discussion	Under Discussion
	Memory Assessment Service	Completed	Under Discussion	Under Discussion	Psychologists		Completed	Under Discussion	Under Discussion
	Older Adults	Completed	Under Discussion	Under Discussion	Service users		Completed	Under Discussion	Under Discussion
	Peri-Natal	Completed	Under Discussion	Under Discussion	Specialist Services - IAPT	IAPT x 4 services	Completed	Under Discussion	Under Discussion
	Psychological Therapies Service	Under Discussion	Under Discussion	Under Discussion	Specialist Services - CAMHS	CAHMS All Community teams	Completed	Under Discussion	Under Discussion
Tower Hamlets Mental Health	Learning Disabilities	Completed	Under Discussion	Under Discussion		CAHMS Coborn inpatient team	Completed	Under Discussion	Under Discussion
	Memory Assessment Service	Under Discussion	Under Discussion	Under Discussion	Specialist Services - SCYPS	Directorate wide	Completed	Under Discussion	Under Discussion
	Psychological Therapies Service	Under Discussion	Under Discussion	Under Discussion		Community Health - Bedfordshire	Directorate wide	Completed	Under Discussion
Community Health - Bedfordshire	Directorate wide	Completed	Under Discussion	Under Discussion	Integrated Discharge Hubs	Completed	Under Discussion	Under Discussion	

2.3 The first stage of the process involves sense-making, helping staff and service users identify together which activities have stopped during the pandemic but need to restart, which old practices we don't want to return to, which new activities now need to pause, and which innovations we want to retain. Many services across the Trust have taken up this opportunity, and have valued the opportunity to have a structured thinking space to come together and reflect on the changes that have taken place.

2.4 The scenario-planning offers services and service users the opportunity to identify likely future scenarios and how the service might predict, mitigate and respond to these scenarios (including increased demand, operating with continued social distancing and future waves of the pandemic).

- 2.5 The redesign process is the most involved step but offers the opportunity for services and service users to co-create a new service model aimed at improving population health, value and quality (the triple aim), leveraging learning from the last 3 months. Some services that have entered this phase, such as the IAPT services and integrated discharge hubs in community health services, have begun to develop new operating models. IAPT services have involved commissioners, service users and third sector organisations in this redesign, which is currently testing with staff a mixed virtual and face-to-face service design. The integrated discharge hub design workshops have involved commissioners, acute hospital and local authority to build consensus about the effectiveness of this innovation, using both quantitative data and service user stories. This has now led to the development of a business case to seek long-term investment in the service.
- 2.6 Corporate services have now also begun taking up the opportunity to redesign, with the commercial directorate and pharmacy department being the first to involve all staff and service users to co-create a future service model. Over the coming weeks, the workstream will be bringing together the diagnostic memory clinics and psychological therapy services, both of whom now have large backlogs across the Trust and service model that are unlikely to be tenable in the future, thereby offering an opportunity for creative redesign, and standardisation where it makes sense to do so.

3.0 Inequalities workstream

- 3.1 This workstream aims to address issues of inequality relating to COVID-19 and currently has around 60 staff and service users involved. Over the last month this group have:
- Developed an aim **"To do our bit to make our corner of the world a fairer place to live & work"** and driver diagram laying out our change ideas
 - Started to build momentum within the Trust on inequalities, initially through workstream participants
 - Initiated work to develop a more integrated health pathway for rough sleepers, including allocating community mental health transformation resources
 - Initiated work to understand the experience of carers during the pandemic to date
 - Established an "anchor" steering group to work on our contribution to tackling poverty
 - Established a domestic violence steering group

 - Connected into work on inequalities experienced by our diverse communities with our partners, including North East London ICS and the Newham Health & Wellbeing Board
 - Supported the work on racism and privilege being taken forward by the executive team.

4.0 Leadership workstream

4.1 This workstream aims to support leaders in the organisation to address the experience and challenges of COVID-19, and has:

- Established focus groups with a cross section of staff, across the group and the organisational development team
- Established a reference group with staff across all groups with a view to be ensure the ideas generated in each group have an opportunity to debate and be since checked
- Developed a first draft driver diagram
- Designed a system to build on current systems of leadership development, focussing on the behaviours needed in Covid as well as the recognition we need to support people to develop the skills for the future
- Begun to develop change ideas for rapid testing and rollout

5.0 Co-production workstream:

5.1 The group has worked on and agreed an organisational definition of Coproduction for use in our work going forwards.

5.2 Four task and finish groups have been set up to support the work of co-production:

- Guidance
- Training
- Training delivery
- Research literature

6.0 The Future of Work

6.1 This workstream is focusing current work on:

- Ensuring our estates and office spaces are configured to support social distancing and regular messaging to staff to ensure understanding.
- Supporting DMTs to assimilate the Covid 19 response structure and work in to the new business as usual.
- Working with DMTs to ensure that the IT capacity to support remote working is responsive and capable to support.
- Engaging with staff to hear from them what the new way of working looks and feels like for them working closely P&C and staff side on this.
- Working closely with the other work streams as there is a lot of cross pollination.

7.0 Action being requested

7.1 The Trust Board is asked to receive and note the contents of the report for information.