

Strategic Outcomes	Specific Outcomes	Update on current position or action planned
i) Improved health population outcome	1) Tackle with our partners and service users the wider determinants of health	<ol style="list-style-type: none"> 1. Work more closely with the Voluntary Sector 2. Improved access to housing – important for our service users; however, point was made that insufficient support for challenging behaviour in the community can lead to others, non-Service users, no longer feeling safe in their homes which in turn negatively affects their health. 3. Work more closely with the local authority <ul style="list-style-type: none"> • A ground-breaking £200m venture between the Trust and the London Borough of Newham is set to dramatically change the provision of health and social care in the borough by acquiring and building new facilities to deliver integrated health and social care. <p>Health and Care Space Newham (HCSN) partnership will develop facilities that offer GP services alongside a range of community health, social care, out of hospital, and a variety of clinical services. It will also build much-needed housing for sector staff. It is a new development model that will change the way health and social care services are delivered in Newham. HCSN is the first such partnership between a local authority and an NHS body in the country</p> <p>The Trust works closely with partners in each of the five Clinical Commissioning Groups (seven Local Authority) areas in which we provide substantive services to understand the needs of the people and communities we serve. Each Local Authority working with partners through the Health & Wellbeing Boards produces a Joint Strategic Needs Assessment (JSNA) which includes an overview of key health and wellbeing priorities for the area, which the Trust supports and contributes to, most often through our representation at the Health & Wellbeing Board, or at the local Transformation/Partnership Board. Each area now has a Transformation/Partnership Board (the Corporation of London and Hackney have one Board across the two councils, so in all the Trust participates in six Boards), and they are increasingly taking responsibility for jointly leading transformation and improvement for their populations, informed by their Joint Strategic Needs Assessment, and other forms of local intelligence. Some areas have a Joint Strategic Needs Assessment /Intelligence steering group (e.g. Tower Hamlets) in which the Trust participates.</p> <ul style="list-style-type: none"> • Working in collaboration with Local authority for staff workshops on how to communicate and identify informal Carers. • Trust staff have trained metropolitan and Luton and Bedfordshire police around mental health and service user experience
	2) Help people lead healthier lifestyles and improved prevention of ill health	<ol style="list-style-type: none"> 4. Improve work in schools and universities; identify children and young people with mental health problems early. Also review services for pupils with Special Educational Needs/those with Education Health and Care Plans (Autism or Learning Disability services) 5. Strong general emphasis on early intervention, esp. for CAMHS 6. Raise awareness of mental ill health and work to reduce stigma (focus on communities where there may be particular problems, either culturally or socially (e.g. lots of single East European men in Newham)) 7. Address social isolation

			<p>psychological difficulties to overcome barriers to travel to get more out of life, become more mobile and feel able to be part of their local community. The Community Ambassador Team consists of volunteers from the community who take journeys with service users and understand the challenges surrounding mental health.</p> <p>The success of this initiative lies in the multi-layered approach towards transitioning into a more mobile life. This involves softening the environment that can be perceived as hostile by people suffering from mental health issues and changing the culture at the workplace around mental health.</p> <p>To date, the referral scheme from Community Health Trusts within Tower Hamlets, including Bow and Poplar, Bethnal Green and the Isle of Dogs has been a success with service users actively taking journeys on the railway.</p> <ul style="list-style-type: none"> • Staff from East European background have been employed to link with the community and to understand cultural and social problems
<p>3) Reduce health inequalities</p>		<p>8. Provide (with partners) better information about access to support and benefits (upon discharge, but not just those who are inpatients). Also information on support with travel costs (Freedom Pass etc.).</p> <p>9. Services to be more aware of cultural and social difficulties in accessing healthcare (eg dietary requirements, cultural stigma, but also issues like large number of East European single men)</p>	<ul style="list-style-type: none"> • The Trust will provide Primary Care GP services at The Greenhouse Practice in Hackney in partnership with Groundswell, a charity which works with homeless and vulnerable people. The service will offer specific support with provision of shower/washing facilities for patients in need, consultation rooms for partner organisations to provide housing and legal advice, social justice, education, benefits, debt counselling. • Doctors/Nurses write a letter for freedom pass • Increased number of staff from East European background which will help to link with the East European community. • Imparted training to two BAME staff to interview other BAME regarding multiple admissions that will help to redesign the services. • No Smoking Day 2019 took place on Wednesday 13th March 2019, where ELFT staff members used this day as an opportunity to discuss the dangers of smoking with our service users and their family members and carers. Staff members were encouraged to: <ul style="list-style-type: none"> - Proactively hold discussions with service users regarding their current smoking status. - Follow the very brief intervention model of Ask, Advise, Act: • Over the last year the Trust has been actively involved in providing training in mental health awareness. Our People Participation Department has provided mental health awareness, stigma and suicide prevention training to: <ul style="list-style-type: none"> - Metropolitan Police (Hackney, Newham and Tower Hamlets) - Beds/Luton Police - East London Business Alliance (apprenticeships) - University of Queen Mary - Docklands Light Railway - Transport for London (larger project in pipeline) - ELFT staff (now a fixed discussion point for People Participation staff induction) <p>Our aim in this work is not only to make the public aware about mental health and start the discussion but also to bust myths that surround mental health. By ensuring this training is provided by service users with lived experience of mental health issues also allows for a reduction in stigmatisation.</p>
<p>4) Deliver more integrated health and social care service</p>		<p>10. Strong focus on improving the physical health of people with mental ill health (more physical health activities (need to be accessible and well publicised!), strong link with GPs, better information flow between GPs and ELFT)</p> <p>11. Integration of services/single pathways for complex or multiple conditions/needs</p>	<ul style="list-style-type: none"> • Trust conducted BBV Drug and Alcohol misuse & physical health training session in February. • Community Mental Health Teams (CMHTs) in Luton are working to strengthen links between mental and physical health services by providing a new screening service to outpatients. Service users attending outpatient appointments at Charter House are now routinely offered a physical assessment by ELFT staff with an aim to provide expanded personal care for our service users and to encourage them to take important steps in maintaining their physical health. • ELFT has committed to expanding its network of Peer Support Workers (PSWs) across mental health and physical health services by 50 per cent. Trained PSWs work alongside clinical colleagues and use their own lived experience of mental or physical health challenges to support service users through one-to-one contact. • Staff can contact the Inpatient GP Service if an inpatient has a physical health problem or condition. Inpatients can request to see a GP during their hospital stay.

		<p>(Autistic Spectrum Disorders, substance misuse, chronic fatigue, hoarding)</p>	<ul style="list-style-type: none"> • There are several QI programme running to improve the physical health, such as; <ul style="list-style-type: none"> - Improve physical health monitoring for patients detained on section 136 - Recording recognising and responding to patients physical health - Weight Management - Improving catering facility - Integration of physical and Mental Across secondary and primary care
<p>ii) Improved experience of care</p>	<p>5) Improve access to services</p>	<ol style="list-style-type: none"> 1. Better, more innovative, less jargon ways to share information about Trust services (special focus on crisis line, crisis provision, recovery college, other activities e.g. social prescribing (Boxercise etc.)). Feeling there is a lot of excellent work and support in the Trust which people are not aware of. 2. Quicker access to service – reduce waiting times 3. Lower thresholds for accessing CAMHS (short waiting times but high thresholds) [something here about accessibility re points 2-5] 4. Crisis services, day centres, out of hour's services – to be improved and more of them (and information about them shared more widely!) 5. Reduce out of area provision 	<ul style="list-style-type: none"> • The Trust and Active Luton are working together to provide 'Mindful U' boxercise sessions. The programme is open to anyone 18 or older living or working in Luton. This includes service users from our inpatients and community services. It is designed to provide a pathway for people moving from inpatient to community care by providing focus, support and continuity. <p>The British Lawn Tennis Association (LTA) is supporting new Tennis with Mindful U sessions in Luton.</p> <p>ELFT has funded a research which is developing a digital intervention. The Phone Pal is a completely new digital intervention with multiple components (a smart-phone and a volunteer). It has been designed to remotely connect people with severe mental illness (who are socially isolated) with a volunteer. It is quite original as it has been developed with a wide involvement of the public, including patients, volunteers and mental health professionals, as this could be increasingly linked with social prescribing. The Phone Pal is currently being examined in a trial, testing the acceptability and the feasibility of remote digital volunteering over smart-phone for people with psychosis, exploring its potential impact. The results so far are quite encouraging.</p> • Based on the earlier success of QI programmes on waiting times various other QI programmes are underway such as; <ul style="list-style-type: none"> - Empowering recovery through change initiatives to clinic waiting area - Improving access to intervention for children with autism in Children's services - Reducing waiting times for psychological intervention in learning disability services - Increasing access to PTS • A mental health crisis line has been launched by the Trust to support people living and working in Tower Hamlets. The mental health crisis line is available 24 hours a day and callers will be given support and advice from mental health professionals. It has been designed as a 'first port of call' for anyone experiencing a mental health crisis and to remove the need for those people to seek help via hospital A&E services. The launch of new service means ELFT provides mental health crisis lines across all three London boroughs where it provides mental health services: City & Hackney; Tower Hamlets and Newham. • Newham is currently working on new single point of entry pathway called Crisis Management Hub with three key functions; <ul style="list-style-type: none"> - Daily screening of written referrals; - 24/7 crisis line and - 24/7 walk-in assessment facility with staff from ELFT, CGL, LBN plus PSWs • The trust organised ELFT Crisis Conference in February with an aim to share learning and look at ways we can support people who are in mental health crisis. • Extended CAMHS Crisis Services was launched on 11 February 2019 which offers quick and easy access to speak with a CAMHS specialist nurse out of hours with a focus on therapeutic assessment, working out the right follow up plan for each individual and moving to recovery as soon as possible. In addition existing service we now have CAMHS nurses based out of hours in the Accident & Emergency Departments at Homerton University, Newham University and the Royal London Hospitals • A new service user-led advisory group has been established to support the work of the Bedfordshire and Luton Mental Health Crisis Care Concordat. In December 2018 a free NHS workshop was held in Luton for the public to help shape the future face of mental health crisis services in the town.

6) Improve service user experience and the outcome of their care, addressing inequities

6. Improve work on transition between services, and discharge from services (e.g. from CAMHS to adult services). Ensure external support and housing/benefits are addressed before discharge.
7. Maximise continuity for care coordinators (especially L&B)

- **Forensics**

Community pilot in its initial stages with long-term rehab service users being discharged into the community. Peer support workers recruited to support the transition after many years in medium secure.

- **Bedford**

- The Bedford Borough WTG have developed a QI project: 'Bridging the Bedford Gap' to work on improving the transition between inpatient services and CMHTs.
- The working together group decided that they wanted to create their own quality improvement project. Service users that use both ELFT services and MIND BLMK locally were invited to attend an initial meeting to discuss what issues mattered to them and how to then translate that into a quality improvement project. The suggestion that received most votes was to focus on improving service users' knowledge of and hopefully use of the recovery college and people participation. Bedfordshire inpatient wards are long distance from Bedford town and therefore it can pose a challenge after discharge when service users integrate back into the community. Majority of the service users that attended the initial meeting have participated in local recovery College activities and/or in People Participation and found it beneficial and wanted other service users to enjoy it too.

The project is now closed with our data demonstrating a 24% improvement. This data shows the awareness of service users and staff who are aware of what is available through the recovery college and people participation.

- The Bridging the Bedford Gap project was nominated and awarded the first place in the Quality Improvement (QI) Award at the National Mental Health Awards in Liverpool on October 11, 2018.

- **Bedford CHS**

Secondary care to primary care – PPL involved in QI project with Beds Hospital to ensure there is SU involvement (intended outcome to reduce length of stay – but dovetailing with BCHS Outcomes Framework indicator around reducing re admissions within 30 days) pilot telephone survey project commenced in March 2019

Children's community services to adult community services – PPL will work closely with CCS counterpart once in post – and will be running a joint working together group, so that there is more joint working around transitions and service integration.

SU representation at recent joint networking event between CCS and BCHS – to ensure patient voice was included around how services will work together

- **Tower Hamlets**

- Developing an expert by experience led workshop held at the beginning of Feb, as a starting point for collaborating on this priority
- Focussing on Adult Mental health (including transitions from CAHMS)
- Workshop to include
 - What are the issues with transitions
 - What would make a better transition
 - Next steps/plans to take forward

- **Newham**

- New crisis pathway development in progress

- **Corporate**

- Via the Service User/Carer Research Group, Transitions has been strongly identified as an area for user led research

	<p>7) Increase the numbers of people positively participating in their care and in service improvement</p>	<p>8. Carers. Support carers, identify carers, and offer activities for carers. CAMHS should know which one of their service users also have carer responsibilities (also goes for Adult services, but special point raised in Hackney about surprising large number of child carers and the impact this may have on their mental health).</p>	<p>The Trust Carers Strategy has been revised, and is now being implemented within services. This focuses on the following four work streams:</p> <ol style="list-style-type: none"> 1. Identification and recognition of carers 2. Communication with and involvement of carers 3. Information 4. Support for carers <p>There has been some progress against these priorities across the Trust, although with a different focus in different directorates. The work streams are monitored through the Trust Patient Participation Committee and progress in each directorate is reported there.</p> <p>A rolling programme of information and training sessions has been launched for Bedfordshire parents and carers of children and young people.</p> <p>The sessions will be held monthly and cover a different topic each time.</p> <p>They have been organised by staff from Bedfordshire CAMHS following a successful pilot in December 2018.</p> <p>They will alternate sessions between Bedford Borough and Central Bedfordshire so they are accessible for people from across the area.</p>
	<p>8) Improve service user safety and reduce harm</p>	<p>1. Better, more informed prescribing of medication</p>	<ul style="list-style-type: none"> • The Trust has introduced ePrescribing which is in a pilot stage in one of the Tower Hamlets ward, using the JAC ePrescribing system. This will take place on Thames House Ward in Tower Hamlets. <p>Key Benefits of ePrescribing</p> <ul style="list-style-type: none"> - An expected reduction in prescribing, administration and dispensing errors with concomitant improvement in patient care and safety. - Time saved for prescriber's writing prescriptions, pharmacists validating prescriptions and in communicating leave and discharge prescriptions to the pharmacy by ward staff. - Improved medicines reconciliation. - More efficient medication rounds. - More efficient pharmacy practice transcribing between systems. - Ability for clinicians to rapidly access current patient prescribing details whilst away from the ward. - A reduction in stationery costs as drug charts are no longer necessary. - Improved and more efficient medication related audit activities across MDTs and Trust-wide. <p>Safety Alerts</p> <ul style="list-style-type: none"> - The system will also flag drug contraindications, allergies, and do 'hard stops' or alerts to stop a drug being dispensed if there are issues with existing medication or the individual's medical history. <ul style="list-style-type: none"> • Reducing harm from violence has been one our priority areas for improvement since our QI programme started in 2014. Collaborative efforts to reduce harm from violence have significant difference across the trust. The QI programme has helped to; <ul style="list-style-type: none"> - Increasing teams ability to identify and predict risks of violence and to take action proactively as a team - Creating a culture of much greater openness and transparency around the issue of violence with the whole ward community including service users. - The wards are continuing to experiment to reduce violence further. For example, work will continue to reduce restrictive practices including improving de-escalation to avoid chemical and physical restraints. A new project on improving the reporting of violent incidents to the police aims to ensure violence on wards is treated equally as violence everywhere. Another project is looking to increase carer involvement on the wards. - The wards have a better handle on how to work together to make a safer therapeutic and work environment. It is really

			<p>exciting seeing all the work they have done together and what they have achieved.</p>
	<p>9) Support more service users to meet their recovery goals</p>	<p>2. Easy-read information on services, activities,</p>	<p>ELFT'S vision to make a positive difference to people's lives by proactively ensuring that people with lived experience and those who care for them, work alongside us to lead, plan, deliver, evaluate and improve our services. ELFT has purposefully moved to a patient focus to a focus on maximising their recovery and looking at how people feel about a service.</p> <p>There is an intranet page dedicated to the Accessible Information Standard. Here staff can access guidance, learning tools, and resources to support them to comply with the Standard.</p> <ol style="list-style-type: none"> 1. ASK A questionnaire has been created to allow staff to identify accessible information and communication support needs of service users and carers. visit page 2. RECORD Record templates are available within RiO, IAPTus and EMIS to record information about accessible information and communication support needs. There is guidance available on the intranet about how to complete these records. visit page 3. ALERT Patient alerts are available within RiO, IAPTus and EMIS, which can be activated when an information or communication support need is identified. Guidance is available on the intranet about adding these alerts. visit page 4. SHARE Staff should share information about a service user's accessible information and/or communication support needs routinely, as part of discharge, handover and onward referral 5. ACT There are a range of solutions available to support staff in meeting the accessible information and communication support needs of our service users and carers. <p>Accessible information tools available</p> <ul style="list-style-type: none"> • Hearing loss equipment is available at all Trust clinical sites for hearing aid users. Fixed induction loops are installed at reception areas, and portable induction loops have been provided for use in clinic rooms, and by community staff seeing service users in their homes. • Key Trust patient information leaflets are available in easy read format, including information about the mental health act and psychological therapies available across Trust services. visit page • The trust has licences for two pictures banks, providing staff with a huge library of images to create their own easy read material. visit page • A suite of easy-read letter templates have been created for use by clinical staff. This will allow staff to inform service users about their appointments in an easy-read format. visit page • All staff have access to qualified BSL interpreters through a Trust contract with an interpreting service. Interpreters can be booked in advance of appointments, where required. <p>Communication support tools available</p> <p>There are suites of training videos and crib sheet guidance available for staff on the intranet. This training material covers specific conditions associated with information and communication support needs and guides staff about the reasonable adjustments that they can make to best support service users and carers with these needs.</p> <p>The training material covers the following conditions:</p> <ul style="list-style-type: none"> • Learning disabilities

- Autism
- Neurological impairments
- Visual impairment
- Hearing impairment