

REPORT TO THE TRUST BOARD in PUBLIC
25 March 2021

Title	Chief Executive Officer's Report
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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 This has been an extremely challenging time for the Trust. At the time of writing this, 262 patients have sadly passed away, and the Trust has also sadly lost four members of staff to coronavirus. We have had to maintain services with a reduced workforce due to the need for staff to shield or self-quarantine if they have symptoms, or someone in the household has symptoms or a positive test result.

- 2.2 Our enhanced Community Discharge Hubs have been especially busy with high levels of activity as people who have been extremely ill are discharged home but still require a high level of care. These multidisciplinary teams expedite their safe discharge to ensure they have the appropriate equipment and care package to continue their recovery at home.

- 2.3 In partnership with NELFT, Daisy Ward was set up to be jointly run by both Trusts at Goodmayes Hospital, Ilford, as a step-down facility to free up beds in the acute hospitals. In the event, by providing additional beds at East Ham Care Centre, we have been able to manage the patient flow and the facility is now closed but with the option of re-opening if required.

- 2.5 There have been considerable pressures on mental health inpatient services too, and we have worked with partners in both East London and Bedfordshire to make the best use of local provision to accommodate anyone needing admission.

- 2.6 The Trust's mental health crisis lines for three east London boroughs all now operate as 24-hour 0800 freephone numbers to be free and accessible to anyone in crisis living or working in Newham, Tower Hamlets and City & Hackney. The crisis lines have been well publicised and are highly used to support someone quickly in a crisis to arrange assessment or admission if needed. 24-hour mental health crisis support in Bedfordshire and Luton remains accessed by phoning NHS 111.

- 2.7 There has been a significant impact on the mental health of children and young people, and CAMHS services have been extremely busy. Expanded crisis services have been operating, and CAMHS inpatient services have been extremely busy, to the extent that on occasions, a young person has had to be temporarily admitted to an adult ward in the absence of an available CAMHS bed. The CQC have been informed when this has occurred.

- 2.8 *Staff COVID Vaccination Programme:* 3,962 of our staff have now been vaccinated, and staff have begun to be called for the second dose of vaccine. Some staff have not yet had the vaccine for health reasons: those who have had a positive PCR test within the last 28 days, have had coronavirus symptoms or who may have been told by their doctor they cannot have the vaccine for health reasons.

We are strongly urging staff to have the COVID vaccine if they can. We are aware that some staff have reservations and want more information about the vaccine. The Trust has provided key information in twice weekly updates and communications to ensure staff can access webinars, data, reports and submit their questions to a panel of ELFT experts. We have featured 'Staff COVID Vaccine' stories so that staff can hear from others what made them opt to have the COVID vaccine – an intervention that has had a positive impact on the uptake of the vaccine.

- 2.9 *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 staff who use public transport to travel to their work base. 4,327 kits have been registered so far and 16,000+ test results received, of which 160 have been COVID positive.
- 2.10 *Opening of Westfield COVID Vaccination Centre Westfield:* The Westfield COVID Vaccination Centre opened on 25 January 2021 and is part of the network of nationwide centres set up to deliver the COVID vaccination programme. The Centre is open from 8.00am - 8.00pm seven days a week and has the capacity to provide thousands of vaccinations a day. As part of its routine work, the CQC undertook an assessment of the Westfield centre during March, reporting that they had no regulatory concerns.
- 2.11 *ELFT Nominated as Lead Employer for NEL COVID Vaccination Centres:* The Trust has been nominated as Lead Employer for COVID Vaccination Centres in NE London, working alongside Barts Health who will continue to manage and operate activity at the EXCEL COVID vaccination centre. In this role, we are recruiting and training staff for mass vaccination sites across the STP area. The vaccination programme will provide new jobs, training and opportunities, and could be a gateway for many to an NHS career.
- 2.12 *Supporting Quarantined Passengers in Newham Hotel:* Newham Talking Therapies service is providing mental health support to passengers in quarantine hotels in the borough. London City Airport is one of the designated airports receiving flights from one of the 33 'red list' countries for UK nationals returning to the country.

3.0 Modernising Inpatient Mental Health Services in Bedfordshire and Luton

- 3.1 The Trust, working in partnership with Bedfordshire, Luton & Milton Keynes Clinical Commissioning Group (BLMKCCG) has shared its vision for developing modern, state-of-the-art mental health services for people with mental health problems in Bedfordshire and Luton.
- 3.2 Our vision is to develop a new inpatient mental health service at Bedford Health Village, built in line with current clinical and architectural best practice, with sufficient capacity to meet the current and future needs of our populations, and strong links into the communities we serve; and to further improve the quality of our established inpatient services at the Luton Centre for Mental Health adjacent to the Luton & Dunstable Hospital. The inpatient proposals are part of our whole system approach.

4.0 Health Centre Opens at Royal Wharf

- 4.1 A new purpose-built primary care health and wellbeing centre opened its doors on 22 February in Royal Docks. Pontoon Dock is the first of many projects planned by the ground-breaking Health and Care Space Newham (a partnership between the London Borough of Newham and ELFT that funds new health and social care facilities in the borough).
- 4.2 The new centre will be home to the former Britannia Village practice and will provide care for its existing patients as well as being set up to cater for the 17,000+ people due to move into the area over the coming years.

5.0 Community Mental Health Transformation Funding

- 5.1 Bedfordshire, Luton and Milton Keynes Integrated Care System (BLMK ICS) has been awarded £1.8m in NHS funding for the first year of a three-year community mental health transformation project.

5.2 In line with the NHS Long Term Plan, the aim is to dissolve the boundaries between primary care, secondary mental health care and social care and the voluntary sector, across the country.

6.0 New Dual Role for Trust Chair Mark Lam

6.1 Congratulations to ELFT Board Chair Mark Lam who has been appointed Chair of the Royal Free London NHS Foundation Trust, based in Hampstead.

6.2 Mark will remain Chair of ELFT but will be relinquishing the same role he has with Barnet, Enfield & Haringey (BEH) Mental Health Trust.

6.3 Mark's dual role will bring great benefits to both Trusts with the opportunity to share best practice with both organisations being internationally recognised for their clinical excellence and governance.

7.0 New Year's Honour for Bedfordshire Nurse

7.1 Debbie Buck, lead nurse for practice development in Bedfordshire, was named in the Queen's New Year Honours 2021. She is based at Twinwoods near Bedford. She will receive a British Empire Medal (BEM).

7.2 As part of her work in response to COVID, Debbie developed a warehouse and formed a team to deliver vital Personal Protection Equipment (PPE) to colleagues to keep them safe and enable them to continue providing vital care and support.

7.3 Debbie, who works for the Trust's Bedfordshire and Luton mental health services, also helped prepare trainers to deliver essential training to NHS staff.

8.0 Launch of ELFT YouTube channel for adults with Learning Disabilities

8.1 A YouTube channel for adults with Learning Disabilities has been launched by the Trust.

8.2 The aim is to enable anyone with Learning Disabilities – or who supports someone with Learning Disabilities – to access easy-read information (in video format) about different health and wellbeing topics and information about COVID-19.

9.0 Staff Survey 2020

9.1 The results and trends from the Staff Survey are explained in more detail in the People and Culture report. 44% of staff completed the survey. (The average is 52% for comparable trusts). Directorates received £5 for every completed survey received by Picker who administered the survey on behalf of the Trust. It was pleasing to note improvements in a number of areas within the staff survey over the past year. Staff experience in relation to bullying and harassment remains an area that requires continued improvement and focus across the Trust.

10.0 New ELFT Partnership Maternal Mental Health Service

10.1 The Trust is playing a key role in the launch of new a NHS Maternal Mental Health Service from April 2021. ELFT is a partner in projects to provide support for women who are going through, or have gone through pregnancy, by providing joined-up care in north east London and in Bedfordshire, Luton and Milton Keynes.

10.2 This much-needed service will support women with experience of PTSD following birth trauma, PTSD following perinatal loss (including early miscarriage, recurrent

miscarriage, stillbirth, neonatal death, termination of pregnancy for any reason, parent infant separation at birth due to safeguarding concerns), and severe fear of childbirth (tokophobia).

11.0 WHO Collaboration to Continue in Newham

- 11.1 Queen Mary's Unit for Social & Community Psychiatry (USCP), based in the Trust's Newham's Centre for Mental Health, has been re-designated as a World Health Organisation (WHO) Collaborating Centre.
- 11.2 The Unit is part of Queen Mary University of London and the Trust, one of only 15 mental health-related WHO Collaborating Centres in the WHO Region Europe and the only one specifically for Mental Health Service Development in the whole world. It was first designated in 2012, re-designated in 2016 and now again in 2020.
- 11.3 The re-designation brings a new focus for the next four years of establishing a network of arts organisations across Europe that have an interest in contributing to improving the mental health of young people. This is based on the idea that not all of young people with mental distress can and should be treated by health professionals. Arts organisations are an existing resource in societies, often working with vulnerable and marginalised groups, and helping those organisations to support young people with mental distress would have significant benefits.

12.0 New Dunstable Base for Bedfordshire and Luton Teams

- 12.1 A new site for Trust services has opened in Dunstable. Mountbatten House is the new home to Bedfordshire and Luton Adult Eating Disorders Service, Bedfordshire Complex Needs Service, Bedfordshire Chronic Fatigue Service and Bedfordshire and Luton Macmillan Cancer and Palliative Care Psychology Service.
- 12.2 The teams moved from the Disability Resource Centre in Poynters Road. The new base has been refurbished and provides more space for patient care. It has 13 consulting rooms, group/training room and a clinic room to provide a variety of assessments and treatments.

13.0 Transfer of Archer Unit

- 13.1 The Trust and Bedford Hospitals NHS Foundation Trust (BHFT) are proposing to transfer the management of the Archer Unit in Bedford from ELFT's Bedfordshire Community Health Services (BCHS) to BHFT.
- 13.2 Archer Unit is a 20 bedded step-down, adult physical health rehabilitation unit at Bedford Health Village in Kimbolton Road, Bedford.
- 13.3 The case for change has been developed as the BCHS community care offer has grown and as the need for inpatient beds has increased at BHFT.
- 13.4 The change will keep the unit as a live part of the comprehensive NHS care system in Bedfordshire by supporting the fullest use of inpatient capacity across BHFT's estate, while BCHS is able to deliver care where the vast majority of our patients would prefer – through community care and in their own homes.

14.0 Awards

- 14.1 *ELFT Wins HSJ NHS Workplace Race Equality Award:* The People and Culture team were the winners in the Workforce Race Equality Standard (WRES) category for Compassion and Equality in Employer Relations. The award recognises the

extraordinary work the team have done to acknowledge inequalities in the Trust and endeavour to address these.

- 14.2 *Bedfordshire Team is Integrated Discharge Hub Winner of Parliamentary Award 2020:* The Bedfordshire Integrated Discharge Hub has won the regional Care and Compassion Award in the NHS Parliamentary Awards.
- 14.3 *City and Hackney Specialist Psychotherapy Service Highly Commended in HSJ Awards:* The team were recognised for their partnership work with City and Hackney CCG, The Advocacy Project and charity Core Arts to establish and develop digital platforms to improve patient access, patient care and service user autonomy.
- 14.4 *Newham Perinatal Mental Health Team Shortlisted for HSJ Value Award 2021:* The team have been shortlisted in the best in 'Mental Health Service Redesign Initiative' category for the work they have done to develop the Newham Perinatal Mental Health Intensive Care Pathway. The project was set up in order to improve the experience of pregnant and post-natal women.

15.0 Action

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