

REPORT TO THE TRUST BOARD - PUBLIC
22 July 2021

Title	Chief Executive Officer's Report
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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 provides a brief update on national/ regional issues.

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

Improved patient experience	<input checked="" type="checkbox"/>	New strategy sets out that this area is a key goal
Improved population health outcomes	<input checked="" type="checkbox"/>	New strategy sets out that this area is a key goal
Improved staff experience	<input checked="" type="checkbox"/>	New strategy sets out that this area is a key goal. Efforts to support new staff in community services in Beds.
Improved value	<input checked="" type="checkbox"/>	New strategy sets out that this area is a key goal

Committees/Meetings where this item has been considered:

Date	Committee/Meeting
N/A	N/A

Implications:

Equality Analysis	This report includes updates on areas that impact directly and indirectly on equalities.
Risk and Assurance	This report provides an update of 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 financial implications of areas of work referenced in this report.

Supporting Documents and Research material

a. N/A

Glossary

CCG	Clinical Commissioning Group
CMHTs	Community Mental Health Teams
CQC	Care Quality Commission
QI	Quality Improvement

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 *Mass Vaccination Event at London Stadium:* Nearly 7,000 people were vaccinated at a pop-up vaccination event which took place at the London Stadium at the Queen Elizabeth Olympic Park on 19 June 2021. The event was aimed at local communities who had the lowest take-up of the vaccine at the time. The event ran from 10am-8pm and involved two shifts of staff from all NHS trusts in NE London. It accompanied the announcement that the over 18 age group were invited to attend for vaccination. This was good news for NE London who have a very young population who hitherto had not been able to access the vaccine.

The event required a significant effort from ELFT staff. The Trust's Estates team, led by Director of Estates, John Hill, led on planning, layout, ordering and setting up the vaccination area. HR led on the recruitment of staff and volunteers, organising training during the days before the event. The Pharmacy team set up a pop-up pharmacy in the Stadium and the IT team provided laptops and the IT infrastructure to register and record all attendees. NE London NHS and local authority communication teams pulled out all the stops to spread the word to get as many people signed up for their jab as possible.

There was positive media coverage and all the East London Mayors were in attendance, and alongside ELFT Chief Medical Officer, Dr Paul Gilluley, appeared on media channels talking about the importance of getting vaccinated. A finalist from the Ru Paul's Drag Race UK, Bimini Bon Boulash, was also recruited as a key influencer of young people.

Hundreds of staff gave up their Saturday to make this event a success and to vaccinate thousands of people. Thanks are owed to everyone involved for the intense work required in the lead up to the event, as well as on the day.

- 2.2 *Vaccines Minister and Mayor of London Visit Westfield Vaccination Centre:* The Mayor of London, Sadiq Khan and the Vaccines Minister, Nadhim Zahawi made a visit to ELFT's Westfield Vaccination Centre on 25 June. They were in Stratford to convene the London Vaccine Summit, a roundtable event where they were joined by NHS officials, health, community, faith and business leaders to take stock of the vaccine rollout and to help ensure everything can be done to continue the acceleration of the programme.

The Minister and the Mayor took the opportunity to visit ELFT's Vaccine Centre in order to see the centre in action and to thank staff for their hard work. Afterwards, the Mayor joined with staff to speak to them about their work.

- 2.3 *Make Every Contact Count:* Trust internal communication have focus on urging staff to have a 'Vaccine Conversation' with every patient they see in the course

of their work, whatever the reason. With staff seeing thousands of people every week, they are in a unique position to speak to them about the importance of having the COVID vaccine and provide the link to the national booking system.

Additionally, to support the need to vaccinate as many people as possible, the Trust has been promoting secondments to staff to provide extra resource to the vaccination team at Westfield. Westfield is now offering walk-in slots to people who come to the centre to go shopping. The aim is to remove any obstacles to getting a vaccine. The centre is offering the Pfizer vaccine and providing the Astra Zeneca vaccine to people having their second dose.

- 2.4 *Reinforcing COVID-Safe Behaviour:* We continue to advise and provide guidance to staff about continuing to wear PPE, maintaining social distancing wherever possible and hand hygiene. Regardless of the relaxing of COVID restrictions by the Government, staff and patients will need to continue to observe these measures.
- 2.5 *Thank You Card and Commemorative Badge for Staff:* The Trust has sent a Thank You card to all staff along with a keepsake badge to commemorate their contribution to the pandemic. The card, signed by the CEO, Chair and Lead Governor, reiterates our heartfelt thanks to staff and acknowledges the profound impact of the pandemic on their lives, personally and professionally. The card was designed by a CAMHS service user from Bedfordshire.
- 2.6 *Online Staff Thank You and Tribute Event:* An online ELFT Thank You event took place on 25 June to thank staff for all they have done during the pandemic and continue to do. The event included filmed messages from MPs, local leads, service users groups thanking staff, with a special message to ELFT from Sir Simon Stevens, the Head of the NHS, and a new song from #ELFTinVoice choir written and performed by staff and service users. It was a chance for myself as CEO, and other directors to personally thank staff and share their reflections.
- 2.7 *Remembering Staff Who Have Died:* Part of the event featured tributes to ELFT staff who sadly died during the period of the pandemic, whether from COVID or other conditions. A tribute to each was read out by a colleague from their team or service. These were moving and provided an opportunity for colleagues from other services to share supportive messages and condolences. From the feedback received, staff appreciated the opportunity to come together to reflect on the past 15 months and what it has meant for the Trust as a whole.
- 2.8 *Trust Nurses Represent ELFT at Opening of National Memorial Garden:* Three nurses from Community Health Services attended a weekend event on 3 July where the Mayor of London, Sadiq Khan, opened the new London Blossom Memorial Gardens in the Queen Elizabeth Park at Honour Lea. The service honoured NHS staff who have died during the pandemic.

3.0 Big Conversation – Refreshing the Trust’s Strategy

- 3.1 The Trust's Big Conversation is underway to get the views of staff, service users, stakeholders and the wider public on what our strategic focus should be in the next five years. Online consultation meetings are underway and there is an online questionnaire for people to give their views. Paper options are also available and have been posted out. Information has been sent to local

newspapers and local authority media teams to spread the word. We are making use of social media to encourage people to get involved. A short film about the Big Conversation by the Chair and CEO has had a high number of views.

- 3.2 The plan is review the findings of this work over the summer, and to present the new Strategy at the Trust's joint Annual Member Meeting/Annual General Meeting on 12 October 2021.

4.0 **Service Update**

- 4.1 All our services continue to see high levels of demand the most significant being our inpatient admission wards for working age adults and children and young people in crisis. As a result, there have continued to be instances in which young people have been admitted to adult inpatient wards, with additional safeguarding arrangements to maintain their safety.
- 4.2 There have also been significant increases in acuity on CAMHs wards, with associated challenges on staffing (exacerbated in turn by the impact of COVID). As a result, we have taken the decision to temporarily close the four PICU beds on the Coburn ward site to ensure that we have sufficient staffing for the remaining Coburn ward and Galaxy ward beds. Additional staff have been successfully recruited onto the unit, and as they come into role we will reopen this capacity.
- 4.3 We are working with partners in both NEL and BLMK ICSs focusing on strengthening how our crisis teams support families and emergency department colleagues to manage crisis and better support children and young people whose needs might not meet Tier 4 admission threshold and, where they do, to look at the other alternatives other than adult mental health wards.
- 4.4 Across Adult Mental Health and Community Health services, there have been sustained increases in demand for services. This has also been mirrored in primary care, with substantial increases in presentations across practices. At the same time, services have also been focusing on areas of backlog in services, with specific additional resources being targeted in specific areas with the most significant backlogs, such as Autistic Spectrum Disorder (ASD) assessments in childrens' services.

5.0 **Update on annual planning process**

- 5.1 The Trust is in the process of concluding the annual planning process with Integrated Care System partners. It has been a complex planning process that has occurred later in the year than normal as a consequence of the pandemic, and has involved additional requirements with regards to the additional Spending Review investment into mental health to help meet new demand generated by the pandemic, as well as complexities in clarifying funding for community health services.

- 5.2 With regards to mental health, the Trust has developed plans to meet the NHS Long Term Plan, including the additional Spending Review requirements, and as a consequence there will be considerable new investment into a range of mental health services including children and young peoples services, services for people with common mental health problems, and crisis and community services for people with serious mental illness.
- 5.3 The Trust is also working with system partners to mitigate ICS delivery risks, in particular the significant growth in the cost of placements made under s.117 of the Mental Health Act in Bedfordshire and Luton. Given the new Spending Review investment, the Trust is working with ICS partners to refresh plans for 2022/23 and 2023/24 to ensure 2022/23 and 2023/24 plans are affordable in the context of system pressures and new Long Term Plan requirements in 2022/23.
- 5.4 With regards to community health services the Trust is working with ICS partners to finalise plans for Aging Well investment into Rapid Response, enhanced care in care homes, and proactive services to support people who are frail or who have complex needs. We are also finalising arrangements for our Integrated Discharge Hubs and other operational pressures, for the first six months of the financial year.

6.0 Update on national policy

- 6.1 NHS England has recently published Integrated Care Systems Design Framework, which provides detail on the operating principles of Integrated Care Systems, and the transitional roadmap to 1/4/22, when it is expected they will come into being. On 6/7/21 the Health & Care Bill, which lays out the underpinning legislation for Integrated Care Systems, was published and received its first reading in the House of Commons.
- 6.2 The Trust is working closely with ICS Partners to establish the Integrated Care Systems, and to ensure that mental health and community services have a prominent voice in their design.
- 6.3 The System Design Framework maintains the emphasis from previous policy documents on provider collaboratives as a main element of the new architecture of the NHS. The Trust Board has met with the Board of North East London Foundation Trust, and agreed to form a workstream to further develop plans for collaborative working across the North East London Integrated Care System.

7.0 Appointment of Chief Operations Officer and Deputy Chief Executives

- 7.1 Edwin Ndlovu has been appointed as our Chief Operating Officer. Edwin has been in this role on an interim basis since last October. Prior to that, he was our Director of Operations. Edwin is a mental health nurse by background and has worked in adult mental health and forensic mental health services at ELFT. He was the borough Lead Nurse and Associate Clinical Director for Newham from 2009-2015 before becoming Borough Director for Tower Hamlets.

7.2 Chief Nurse Lorraine Sunduza and Chief Finance Officer Steven Course are to be Deputy Chief Executives. Lorraine will focus principally on London-based services and Steven will focus on Bedfordshire and Luton. Both will retain their current roles but deputise for the Chief Executive, providing local leadership and supporting local decision-making.

8.0 **Support for Armed Forces Veterans**

8.1 Support available for veterans from the NHS and partner organisations was shared by the Trust as part of national Armed Forces Day on June 26.

8.2 ELFT has registered with the national Veterans Covenant Healthcare Alliance (VCHA), a group of more than 50 providers aiming to improve the healthcare veterans receive from the NHS, signed the Armed Forces Covenant and is now working towards accreditation as a Veterans Aware Trust.

8.3 The Trust has created an online resource providing a one-stop-shop directory of help and support available for veterans and their families.

8.4 As a registered covenant Trust part of our work is to focus on understanding how veterans and the armed forces community use health and social care services and how they can be connected with services to meet their needs. We are also focussing on the positive contribution which can be made by veterans through involvement from a service user perspective and also by considering how their skill-sets could also benefit services operationally through employment opportunities.

8.5 Work in the Trust is designed and delivered through co-production. Supporting veterans and the wider armed forces community is now a Triple objective and supported by the Trust's Quality Improvement (QI) team.

9.0 **Patient Carer Race Equality Framework (PCREF)**

9.1 ELFT is one of four Trusts that are piloting the Patient Carer Race Equality Framework (PCREF). PCREF is part of the NHS England and NHS Improvement advancing mental health equalities strategy, and it will be used to support NHS trusts to improve ethnic minority community experiences of care in mental health services. This is one of the key recommendations of the independent review of the Mental Health Act and is an organisational competency framework to help services provide culturally appropriate care. The framework also includes a patient and carers feedback mechanism, to help embed the service user and carer voice at the heart of planning, implementation and learning.

9.2 ELFT have recruited two lived experience researchers (LER) to help coordinate our work and we will partner with one local organisation per borough to help coordinate a focus on different communities. These researchers will be helping to co-ordinate a survey to inform the development of PCREF. Responses to this will be sought from People Participation networks, Healthwatch organisations and local organisations identified by the LERs. This will provide an opportunity for patients, service users, carers, communities and NHS staff to voice their

experiences and ideas on how to reduce inequalities for ethnic minority communities.

10.0 Payment of London Living Wage or Real Living Wage to G4S staff

- 10.1 Working with G4S and Staffside, progress has been made to ensure the payment of the London Living Wage or the Real Living Wage. Payments are now due to be made in the month of July, including backpay covering the period of the current contract with G4S.
- 10.2 Discussions continue to finalise the process, including ensuring any changes in salaries fairly reflect the G4S operational structure.

11.0 Visit to Newham Services by Chief Nurse for England

- 11.1 The Chief Nurse for England, Ruth May, made a visit to Newham's Specialist Children's and Young People's Service (SCYPS) nurses on June 10.
- 11.2 Her visit included Cleves Primary School and Royal Docks Academy where specialist nurses have been working as part of a project team to ensure that children with complex needs can return to school. Children that have a tracheostomy, long term ventilation or complex respiratory difficulties require Aerosol Generated Procedures to help them breathe. This has been especially challenging to manage with the strict enforcement of COVID19 guidance regards to space, ventilation and enhanced Personal protective equipment (PPE) during the pandemic.
- 11.3 England's Chief Nurse finished her visit to the borough by meeting all the Newham SCYPS nurses at the Trust's Appleby Health Centre in Canning Town.

12.0 International Nurses Day

- 12.1 The Trust celebrated International Nurses Day on 12th May 2021 with an acknowledgement of the nursing contribution to the Trust and response to the pandemic. The online event showcased the Epilepsy Service in Bedfordshire; reflections on the past year in Practice Nursing; the Multiple Sclerosis Service in Bedfordshire; Tissue Viability services; Learning Disability services and Caring for Older Adults.

13.0 First Physiotherapy Conference

- 13.1 The Trust hosted its first Physiotherapy Conference on May 27. The virtual, learning and development event was delivered in collaboration with the Chartered Society of Physiotherapy. The audience included registered physiotherapists, pre-registration physiotherapy learners from the University of East London and our physiotherapy support staff. Also in attendance were multidisciplinary service and directorate leaders who line manage a physiotherapy workforce.
- 13.2 The conference aimed to bring together ELFT's physiotherapy workforce and foster their sense of connectedness at a time when many have been distanced and disconnected from their familiar routines and networks. Importantly, the event sought to celebrate the adaptability and innovation of ELFT's Physiotherapy workforce throughout the COVID-19 pandemic.

14.0 'Reverse Conference' for Children and Young People

- 14.1 More than 200 people joined an interactive conference on June 10 for Children and Young People titled 'All About Me, For the Benefit of Everyone'.
- 14.2 The conference came about through partnership working with the North East London ICS along with partners across social care, education and voluntary and community organisations. The aim was to develop the early intervention offer for mental health and emotional wellbeing.
- 14.3 The event was a 'reverse conference' – with the microphone handed over to young people, parents and non -mental health professionals. Interactive tools including Slido, breakout sessions and Jamboards (a digital interactive whiteboard) were used.

15.0 Awards

- 15.1 The Trust has been shortlisted for the Capsticks Award for Innovation at the Healthcare People Management Association Awards. The shortlisting is for the Trust's People & Culture team support to staff who are parents through a free programme of online tutoring delivered during the second lockdown.

All online sessions were delivered by qualified teachers and covered a range of subjects including English and maths. It ran from January until March, and more than 100 staff made use of the programme. The awards finals are on October 7.

- 15.2 City & Hackney Mental Health and the Forensics Service have both been shortlisted at the 2021 HSJ (Health Services Journal) Patient Safety Awards on September 20, for their quality improvement work.

City & Hackney have been shortlisted for the COVID-19 Infection Prevention and Control Award. The Forensics Service has been shortlisted for the Quality Improvement Initiative of the Year Award, for their improvement project focusing on staff and inpatient sexual safety.

16.0 Action

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