

REPORT TO THE TRUST BOARD - PUBLIC
23 September 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.

Key messages

This report contains details of CQC inspections of the Trust, awards and recognition and updates on changes and improvements to services across the Trust and to provide a brief update on national/ regional issues.

Committees/Meetings where this item has been considered

Date	Committee/Meeting
N/A	N/A

Strategic priorities this paper supports

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

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.

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 COVID continues to be prevalent in local communities in both East London and Bedfordshire, and to affect service users and staff across a range of services. As a result, there have been periods during which inpatient wards have been closed to new admissions in order to ensure effective infection control in line with national guidance. Whilst the impact of the vaccination programme has been noticeable, we continually need to adjust services to respond to the impact of the virus within different communities.
- 2.2 From 11 November 2021, new regulations will require all care home workers, and anyone working or volunteering inside the indoor premises of a CQC-regulated care home providing nursing or personal care, to be fully vaccinated against COVID-19 (for a two dose vaccine, that would mean both doses), unless they have a medical exemption. This will apply to any ELFT staff who undertake visits and assessments in care home environments, and we are working with staff and teams in preparation for this.
- 2.3 On 9 September 2021, the government also launched a consultation on mandatory vaccination for frontline health and care staff. The consultation runs for a period of six weeks and proposes that all frontline health and care staff should receive both COVID and Influenza vaccinations in order to have contact with people who are patients or receiving care (unless medically exempt). The consultation puts the onus on the employer to redeploy a member of staff who has not been vaccinated, rather than on the individual to be vaccinated. The Trust is considering its response to this consultation.
- 2.4 The Trust is also continuing to make preparations for the vaccination booster campaign for both staff and service users, including the vaccination of 12-15 year olds in line with recent government decisions.

Colleagues in East London are expected to be offered their booster jabs through the Westfield vaccination centre or their local primary care or community pharmacy. Colleagues in Bedfordshire and Luton are expected to receive their booster through the BLMK offer via the acute hospitals in Bedford and Luton and BMLK vaccination centres.

- 2.5 *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.

3.0 Service Demand

- 3.1 Service demand across primary care, community health services and mental health services has remained at extremely high levels throughout the summer. This has also been reflected in attendances at Emergency Departments and activity within acute hospital trusts.
- 3.2 We have continued to work as key partners across health economies to support as many people as possible to be cared for at home. There have continued to be particular areas of pressure in CAMHS services, especially in the East of England, where a high proportion of the NHS bed capacity has now been closed to admissions as a result of staffing and quality issues. As a result, there have continued to be admissions of adolescents to adult acute mental health wards.

- 3.3 Within ELFT, the small PICU (psychiatric intensive care unit) at the Coburn Unit remains closed, although with new staff successfully recruited, we expect to be able to reopen this unit in the near future.
- 3.4 The Trust is also developing more detailed winter planning with partners in both East London and Bedfordshire, in advance of what is expected to be a pressured winter, with the impact of elective recovery, COVID and Influenza anticipated to create a continuation of high levels of demand on the NHS overall.

4.0 National Policy Development and Planning Guidance

- 4.1 The Department of Health & Social Care (DHSC) has published *Build Back Better*¹, which lays out the proposals for the proposed Health and Care levy, with a focus on elective recovery and supporting changes to develop a sustainable adult social care system.
- 4.2 DHSC have also published the Government response to the consultation on the Mental Health Act White Paper², which includes significant detail on the range of responses to the consultation and proposed next steps for legislation.
- 4.3 Further to the Health & Social Care Bill, DHSC and NHS England/NHS Improvement have published a range of guidance on the establishment of Integrated Care Systems, including in particular with regards to the transition of Clinical Commissioning Groups (CCGs) to Integrated Care Systems (ICSs), and on the development of place based partnerships and provider collaboratives³, which the Trust is working through with ICS partners.
- 4.4 At the date of writing this report, the Trust is awaiting the publication of planning guidance for the second half of the financial year that begins on 1 October. This will confirm financial allocations and planning expectations and, once it is received, the Trust will take this forward with partners in ICS areas.

5.0 Trust Strategy Refresh

- 5.1 Work has continued over the summer to refresh the Trust strategy, with a range of external and internal conversations. Further detail of the range of inputs and the outputs of this work are provided elsewhere on the Board agenda.
- 5.2 I am also pleased to report that the Trust has now further developed its partnership with the Institute of Health Equity. As the first "Marmot Trust" in England, this means that we will be working in partnership with experts from the Institute of Health Equity to draw on how to apply the Marmot principles in practice, and in particular as we take forward the work on our revised strategy. Sir Michael Marmot has offered to support the Board's work in this area and to join us at a Board Development session to help us most effectively lead the organisation in this work.

6.0 Estates Developments

- 6.1 As the Board are aware, the Trust has outlined its vision to modernise inpatient mental health care in Bedford Borough, Central Bedfordshire and Luton. As part of the process of public engagement to support this, a formal Case for Change document has now

¹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1015736/Build_Back_Better-Our_Plan_for_Health_and_Social_Care.pdf

² <https://www.gov.uk/government/consultations/reforming-the-mental-health-act/outcome/reforming-the-mental-health-act-government-response>

³ <https://www.england.nhs.uk/publication/integrated-care-systems-guidance/>

been published by the Trust and the Bedfordshire, Luton and Milton Keynes Clinical Commissioning Group (BLMK CCG). Public consultation on this document is now taking place.

6.2 The Trust has also been awarded funding to establish an interim mental health inpatient unit for children and young people in Bedfordshire, Luton and Milton Keynes. Work is ongoing to identify the preferred site (which will be within existing NHS estate) for this development, with a view to its opening in 2022.

6.3 In Dunstable, a ground-breaking ceremony has taken place to celebrate a £43m development that will see an integrated health and care hub built in the heart of Dunstable. The Dunstable integrated health and care hub is the first of its kind to be built across Central Bedfordshire and a realisation of an ambitious vision created 10 years ago between the council and its NHS partners.

ELFT is a project partner. When complete the hub will transform the way health and care services are provided so local people can be better supported in the community, with access to more joined-up working between hospitals and community-based services. The development is scheduled for completion in spring 2023.

7.0 Care Quality Commission (CQC) Update

7.1 The Care Quality Commission are currently undertaking a Well Led review of the Trust. As well as information requests, this has also involved inspections of core Trust services. To date, older adult and forensic inpatient services have been inspected over the last two weeks. As any feedback from these and any further inspections is available, this will be shared with Board members.

7.2 During September, members of a CQC team will be reviewing the processes for assessments and applications for detention under the Mental Health Act in City and Hackney. This is being carried out under the Mental Health Act Commission functions of the CQC.

7.3 Members of the CQC team joined the Council of Governors' meeting in September, and are observing our Board meeting today. They are also observing a number of Trust Committees and meetings in advance of the Well Led element of the inspection in October.

7.4 Members of the CQC will also be undertaking a planned visit to Newham Centre for Mental Health Adult and CAMHS(children and adolescent mental health) services on 29 September 2021, as part of their engagement meeting with the Trust.

7.5 A CQC inspection of Leighton Road Surgery in Leighton Buzzard has also been announced. This will take place from 6 to 8 October 2021.

8.0 London Healthy Workplace Award

8.1 The London Healthy Workplace Award (LHWA) is an accreditation scheme led by the Mayor of London's Office and supported by Public Health England. ELFT were awarded the 'Achieving' award in 2019.

8.2 Following a further submission and assessment in August this year, ELFT were subsequently successful in being awarded the next level 'Excellence'. This award is for organisations that demonstrate that health and wellbeing are embedded in their corporate culture and values and is recognition of the work done across the Trust and supported by the wellbeing team in how we look after staff.

9.0 Veteran Aware Status for Trust

- 9.1 ELFT has been named a Veteran Aware Trust in recognition of its commitment to improving NHS care for veterans, reservists, members of the Armed Forces and their families.
- 9.2 The accreditation from the Veterans Covenant Healthcare Alliance (VCHA) acknowledges the Trust's commitment to a number of key pledges, including:
- Ensuring that the Armed Forces community is never disadvantaged compared to other patients, in line with the NHS' commitment to the Armed Forces Covenant
 - Training relevant staff on veteran-specific culture and needs
 - Making veterans, reservists and service families aware of appropriate charities or NHS services beneficial to them, such as mental health services or support with financial and/or benefit claims
 - Supporting the Armed Forces as an employer.
- 9.3 ELFT is now one of 83 members of the VCHA and is part of a growing number of NHS Trusts gaining this accreditation.

10.0 South Asian Heritage Month

- 10.1 Events and activities have been held by South Asian colleagues and service users to mark the annual South Asian Heritage Month.
- 10.2 The month ran from 18 July 2021 – 17 August 2021 and seeks to raise the profile of British South Asian heritage and history in the UK through education, arts, culture and commemoration, with the goal of helping people to better understand the diversity of present-day Britain and improve social cohesion across the country. It had its inaugural year in 2020.

11. The ELFT People Participation Awards 2021

- 11.1 The People Participation Awards were held on 12 August. These awards celebrate the work and impact of those involved in People Participation work across the Trust. The event was a celebration of all the work done by some many people across the areas in which the Trust works, and the full list of award winners is as follows:

Award	Winner
Interview panellist award 18+	Adrian Curwen
Interview panellist under 18	Aaron Sharratt
Equality/Equity Award	Mack McLean
Health & Well-Being Champion Award	Robbie Goddard
Trainer Award 18+	Nuha Chowdhury
Trainer award under 18	Suzie Simpkins
Befriender of the year	Rose Kachere
Volunteer of the Year	Kenneth Van Heerden
Contribution to QI or Service Improvement 18+	Sophia Parveen
Contribution to QI or Service Improvement under 18	Molly Lewis
Creative Skills/Showcasing Talent Award	Matt Preston
Moving On Award Winner 1	Upma Monga
Moving On Award Winner 2	Olanrewaju Ogunyomi
(Covid) Project of the Year	Befriending
Young Person of the Year	Molly Burton
Person of the Year	Craig Donohoe

12.0 Staff Survey 2021

- 12.1 This month marks the start of the annual NHS Staff Survey and we will be encouraging all colleagues to complete the survey. The Staff Survey offers a snapshot in time of how people experience their working lives, gathered at the same time each year. This year, some questions have been changed from previous years to better reflect the objectives set out in the NHS People Plan.

13.0 Annual Influenza Vaccination Campaign

- 13.1 Final preparations are being made for the start of our annual campaign to provide flu vaccinations to ELFT staff. We also expect to offer flu vaccinations to inpatients aged over 50 or in the nationally defined clinical risk groups for long admissions.

14.0 External Awards

- 14.1 Debbie Buck, a lead nurse for practice development with the Trust, was named in the Queen's New Year Honours 2021. Debbie received the British Empire Medal (BEM) during a ceremony at Northampton County Hall in July presided by James Saunders Watson – HM Lord-Lieutenant of Northamptonshire and his wife Lizzie.

- 14.2 The HSJ Value Awards 2021 saw Trust services involved in teams that won a number of awards, including:

- The Digital Clinical Transformation Award for work to create A Digital Recovery Platform for Severe Mental Illness (City and Hackney Specialist Psychotherapy Service).
- This work on a Digital Recovery Platform was also Highly Commended in the IT & Digital Innovation Award and the Mental Health Service Redesign Initiative categories
- The Value Pilot Project of the Year Award for the Darzi Seeds of Change Project for the People by the People (Tower Hamlets clinical teams and Recovery College)
- Paediatric Care Initiative of the Year Award for work on the Born Well, Growing Well Asthma and Wheeze Project (Working alongside Trust colleagues were London Borough of Tower Hamlets, Tower Hamlets CCG, Barts Health Trust, Tower Hamlets GP Care Group and the Community Voluntary Sector).
- The Newham Perinatal Service were finalists for the HSJ Value Award for the Mental Health Service Redesign category, for their work on Transforming the Intensive Care Pathway.

- 14.3 The Forensic Service are finalists for the Nursing Times Awards 2021 in the Enhancing Patient Dignity category for their project Sexual Safety in Forensics.

The service is also shortlisted for two BMJ Awards 2021. They are finalists in the Diversity & Inclusion Team Award category for their work on tackling racism in forensics and the Quality Improvement Team Award for their work on sexual safety.

- 14.4 The ELFT Communications team was named as a finalist in the NHS Communicate Awards 2021 in the promoting diversity and inclusion in communications category.

- 14.5 The North Central East London (NCEL) CAMHS Provider Collaborative is a finalist in the Provider Collaborative of the Year category of the HSJ Awards 2021. The collaborative is led by ELFT and brings together five NHS trusts with service users central to all decision-making.

15.0 Action

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