

**REPORT TO THE TRUST BOARD- PUBLIC
22 FEBRUARY 2018**

Title	Chief Executive Officer's Report
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Accountable Executive Director	Dr Navina Evans, Chief Executive Officer

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 provides a brief update on the Trust's Quality Improvement Strategy. It also contains details of the 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)

Improving service user satisfaction	<input checked="" type="checkbox"/>	Update on projects that improve service user experience
Improving staff satisfaction	<input checked="" type="checkbox"/>	Update on leadership work within the Trust.
Maintaining financial viability	<input type="checkbox"/>	

Committees/Meetings where this item has been considered:

Date	Committee/Meeting
N/A	N/A

Implications:

Equality Analysis	This report has no direct impact 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 no financial implications attached to this report.
Quality	This report provides a brief update on the work taking place across the Trust to support the delivery of the Quality Improvement Strategy.

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 Focused CQC Assessment of Bedfordshire Acute Wards

- 2.1 A focused Care Quality Commission inspection that took place at Ash Ward in Bedfordshire in November has provided assurance that the Trust is learning from serious incidents and taking steps to keep patients safe.
- 2.2 The CQC inspectors did not provide a rating for the service, but in their report, they stated that the Trust had made improvements and had investigated and used the learning from four unexpected deaths that occurred between December 2016 and July 2017.
- 2.3 The CQC report noted that the Trust was working in partnership with the police to reduce patient access to illegal substances on the wards. Staff had received additional training on suicide prevention and the management of physical health conditions, and patients reported that staff involved them in planning their care and treatment.
- 2.4 The size of Ash ward has been reduced from 27 beds to 19 beds to allow staff to have better oversight of patients. However, they noted that some wards continue to have bed numbers in excess of Royal College of Psychiatrist guidance.
- 2.5 The inspectors noted that the recruitment and retention of nursing staff continued to be problematic but that a number of initiatives were underway to recruit staff. In the interim, the trust had employed locum agency nurses to ensure that patients were cared for by a consistent staff team. Staff reported their morale was good and felt that the service was improving.

3.0 CQC Inspection

- 3.1 On 13 November 2017, the Trust received a Provider Information Request from the CQC. This is a precursor to a Trust wide CQC inspection visit. The visit will not be a full comprehensive visit but will comprise of review of core services.
- 3.2 The Trust has been working with teams in the Trust to support them in preparing for the visit, providing updates to refresh their knowledge of internal systems and processes, and ensuring they have access to the necessary data and information they need to demonstrate the quality of the care they provide.

4.0 Bedfordshire Community Service Contract

- 4.1 As reported previously, East London NHS Foundation Trust (ELFT) is to become the new provider for Bedfordshire's Community Health Services from 1 April 2018.

- 4.2 The Trust will deliver these services in partnership with Cambridgeshire Community Services NHS Trust (CCS) who will provide Health Visiting and School Nursing services, community paediatricians, the Looked After Children's Health Team and allied health professionals such as Speech and Language Therapists.
- 4.3 ELFT will provide adult community services which includes specialist nursing, community geriatricians, rapid response and rehabilitation and step-up/step-down beds.
- 4.4 Due diligence activities are underway to fully assess the detail of the contract. Managers have met with staff groups to introduce themselves, allay any concerns and answer questions. A detailed plan is being developed to ensure that all staff will have the necessary information they need on day one to continue to deliver patient services, including being able to access to ELFT systems.

5.0 'Buddying' With Suffolk and Norfolk Health Services Update

- 5.1 Last year, NHS Improvement asked the Trust to buddy up with Norfolk and Suffolk Foundation Trust to provide help and support after they went into special measures for a second time following an inspection by the CQC.
- 5.2 Norfolk and Suffolk Foundation Trust (NSFT) runs mental health services, substance misuse and learning disability services in East Anglia.
- 5.3 The buddying arrangement is now in full swing. Key directors have visited colleagues in East Anglia to share ideas, knowledge and experience. The relationship is proving to be very positive with both trusts reporting they are finding it helpful and productive.

6.0 Saying Farewell to Services

- 6.1 On the 31 March 2018, the Trust will say farewell to staff working in the Luton Wellbeing Service, the R3 Drug and Alcohol Services in Redbridge and the Newham Wheelchair and Seating service who will all transfer to new providers on 1 April.
- 6.2 The Trust is working with the respective new providers to ensure a smooth transition. Staff will each receive a letter thanking them for their contribution to the work of ELFT and a leaving event will take place.

7.2 Secretary of State for Health, Jeremy Hunt, Visits ELFT

- 7.1 The Secretary of State for Health, Jeremy Hunt, visited the Trust on Friday 8 December 2017. The theme of his visit was Patient Safety. It was an opportunity for Mr Hunt to hear directly from the Trust about the ways we are addressing safety and how we are measuring the impact of this.

- 7.2 45 staff from different disciplines, specialities, locations in London and Bedfordshire were in attendance, able to highlight issues in their respective fields of work. Vice Chair Non Executive Mary Elford was in attendance alongside Trust Governor, Norbert Lieckfeldt.
- 7.3 A service user came along to represent the voice of service users. The Secretary of State said that he had met with over 50 groups of staff and ELFT was the first trust to automatically include service user representation which he thought was symbolic of the Trust's approach to patient care.
- 7.3 Staff raised issues about fragmentation in the commissioning of services, increasing demands on staff, the need for more refined services for people with Learning Disabilities, the pressure of additional responsibilities without other tasks and expectations being reduced, and the need for greater resources to bring people home from hospital quicker.

8.0 Former England Footballer Visits CAMHS Team for BBC Radio 4

- 8.1 Former England international footballer Sol Campbell met young service users in Hackney to talk about the 'crossroads moment' that led to him pursuing football. The footballer, who grew up in Plaistow, spoke candidly to the young people, during the recording for The Today Programme about the value of hard work, goal setting and ambition that led him down the path of football.
- 8.2 Over 20 young people came along to meet him. The young people shared their experiences of growing up in Hackney: exposure to drugs, gangs and violence in school and on the streets from a young age.
- 8.3 A Q&A session followed with the rival arsenal and spurs fans asking the ex-footballer 'Which team is better?' They later showed off their football skills in the garden. A short video recording can be found here:
<http://www.bbc.co.uk/programmes/p05rkfjt>

9.0 Staff Safety and Raising Concerns

- 9.1 *Sexual Harassment Information for Staff*
In the light of recent revelations of sexual harassment in sport, the film and TV industry and other industries, the Trust has issued information to staff acknowledging that public sector organisations may not be immune to these issues. The information signposts staff to a range of options on the intranet to get support and urges them to speak to someone if they experience unwanted behaviour.
- 9.2 *Freedom to Speak Up*
The Trust now has a Freedom to Speak Up Champion and will shortly be appointing Freedom to Speak Up Staff Ambassadors to represent all areas of the Trust.

- 9.2.1 The idea of Freedom to Speak Up Champions came about following Sir Robert Francis' inquiry report into Mid Staffordshire NHS Foundation Trust which exposed unacceptable patient care and a culture which meant staff did not raise concerns. His report 'Freedom to Speak Up' focused on creating a more open and honest culture in the NHS where staff can raise concerns.
- 9.2.2 Staff Ambassadors will be seconded from their usual role for one day a week. This will mean that staff will have someone close-by in the event they need to raise an issue of concern. Posters are also being distributed advising staff how to proceed if they need to raise a serious issue.

10.0 Sustainability and Transformational Plans

- 10.1 I have appointed as Chair of the WEL System Delivery Board. This is a programme that brings together the CCGs of Newham, Tower Hamlets and Waltham Forest, as well as ELFT and Barts Health NHS Trust, the main hospital services provider in these boroughs, to deliver high quality, safe and sustainable services for the population of East London.
- 10.2 The transformation and partnership working involved is focussed on a number of clinical work streams, and this work informs and shapes the North East London Sustainability and Transformational Plan
- 10.3 I have been appointed as the lead for the Transitions workstream for the Bedfordshire, Luton and Milton Keynes Sustainability and Transformational Plans

11.0 Reflections and Learning from the 2017 IHI National Forum

- 11.1 I attended the IHI National Forum in Orlando, USA, to represent the Trust. Representatives from the Trust presented information in a number of forums and sessions including:
- The Strategic Partners Winter Camp (Where we talked about ELFT's 'Enjoying Work' approach)
 - Half-day learning lab (Designing your organisation's approach to improvement), which had the highest attendance ever registered for a Sunday half-day session
 - Half-day learning lab (Improving mental health through quality improvement)
 - High-impact leadership workshop (I was Q&A panel)
 - Breaking the Rules
 - IHI breakfast session on global improvement initiatives
- 11.2 We were struck by the fact that there was not as much people participation/ service user involvement visible within the forum as we might wish. This may be an opportunity for us to further share our work in this at the next IHI national forum. Discussing our work with the global co-production learning community could be an opportunity to propose a high-profile session on people participation.
- 11.3 In the sessions badged: Culture of Safety, we were interested in the idea of being more explicit about preventable harm, and thinking about how we might incorporate this within our reporting at ELFT.

We liked the concept of 'Open Care' as an alternative to 'out of hospital care', as it allows for the flexibility of the most appropriate setting based on the needs and wishes of the service user

The leadership workshop shared learning from Proctor & Gamble's efforts to build a high performing organisation, and emphasised the importance of 'middle managers.'

It was interesting to view theories, some quite archaic, in relation to motivating staff, and the dos and don'ts in trying to achieve change.

- 11.4 There seemed to be little on the conference agenda demonstrating application of the triple aim framework for population health. We did form connections with some systems working on this, and have already followed up with a web-call with the group leading the movement to eliminate veteran homelessness in the US.

We were pleased to note that we appear to be at the leading edge of work in many areas, including people participation, joy in work, value for money. Our focus needs to be on continuing to learn and improve and then share with others.

12.0 National News and Developments

12.1 NHS England Planning Guidance

On 5 February 2018, NHS England issued new information on funding intentions.

- 12.1.1 *Mental Health Care* NHS England for the first time is going to require each and every CCG to meet the Mental Health Investment Standard (where mental health spending grows faster than its overall funding growth). Doing so will support further expansions next year in children and adolescent mental health services, crisis and emergency mental health care, talking therapies, and a range of other improvements.

- 12.1.2 *Cancer Care* The funding package includes completing a national upgrade of radiotherapy machines, faster diagnostics including for lung, prostate and colorectal cancers, and a new bowel cancer screening programme.

- 12.1.3 *Primary Care* The revised package will enable the 2018/19 GP Forward View funding and service commitments to be met. It enables the development of primary care networks covering 30,000-50,000 populations; the rollout across England of extended evening and weekend GP appointments; and primary care workforce expansions including 600 international GP recruits, another 500 clinical pharmacists, and 1500 mental health therapists working in primary care.

12.2 NHS Online App

An NHS Online app for appointments and prescriptions is set for London roll-out within the year. The app enables patients to communicate directly with their GP.

12.3 Perinatal Mental Health Funding

Extra funding will be made available to improve the mental health of at least 3,000 pregnant women and those who have recently given birth. The £23m funding is part of a major programme of improvement and investment by NHS

England which will see a total of 30,000 additional women getting specialist mental health care, in person and through online consultations including over skype, during the early stages of motherhood, supported by a total of £365m, by 2021

12.4 More Child and Adolescent Mental Health Beds

More than 130 new child and adolescent mental health beds have been commissioned as part of national plans to expand capacity by 10 per cent by 2019. The new beds represent the bulk of the expansion announced by NHS England in March 2017, which it said it would fund as part of the Next Steps on the Five Year Forward View.

12.5 Flu Outbreak

Media reports suggest that more patients may have been admitted to hospital with flu this winter after NHS England asked GPs to order a less expensive flu vaccine. NHS England regional teams advised GPs not to order quadrivalent flu vaccines for 2017-18 and instead order the cheaper trivalent vaccine.

NHS England stated that young children, who are most likely to spread flu, are now given the quadrivalent vaccine, which is the most effective protection for them. But for older people, medical experts advised GPs that it was unlikely to provide them with extra benefits.

12.6 Sugary Drinks Crackdown in Hospitals

NHS organisations are signing up to reduce the availability of sugary drinks on hospital premises and banning their sale in hospital canteens, shops and vending machines. Almost two thirds of NHS trusts have already signed up to a voluntary scheme to slash sales of sugary soft drinks, milkshakes and hot drinks with added sugar syrups, to 10% or less of all beverages sold. 91 trusts are yet to join the programme, and hospitals and suppliers have been warned a ban will be introduced next year if they fail to take action to reduce sales by the end of March.

13.0 Action being requested

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