

REPORT TO THE TRUST BOARD - PUBLIC
9 May 2018

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

Improved patient experience	<input checked="" type="checkbox"/>	New strategy sets out that this area is a key goal
Improved health of the communities we serve	<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 for money	<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 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

Chief Executive's Report May 2018

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 Welcoming New Bedfordshire Community Health Staff

- 2.1 The Trust welcomed our new Community Health Services in Bedfordshire who joined the Trust on 1 April. Although the 1 April was a Sunday, Steven Course, Chief Finance Officer and Deputy Chief Executive for Bedfordshire, visited a small number of services who were operational over Easter - to say hello and drop off a few Easter eggs.

Chair Marie Gabriel, CEO Dr Navina Evans, Vice Chair Mary Elford and a range of directors and key staff visited all sites during the first week of April so that all the new services had received a personal welcome in the first week.

- 2.2 A series of ten Welcome induction events are taking place over April and May to provide a structured welcomed to the new staff, and to resolve concerns or issues.
- 2.3 A main concern has been technology and configuring staff computers to ELFT systems. An intensive IT Clinic week took place in the first week of May to have IT staff on site to assist staff.
- 2.4 Bedfordshire Clinical Commissioning Group, Bedford Borough Council and Central Bedfordshire Council commissioned ELFT to provide adult services and Cambridgeshire Community Services NHS Trust to provide services for children and young people. Both organisations are regarded as having a good track record for delivering services of a high standard and their ability to drive change and transform services
- 2.5 The five-year contract will cover a range of adult and children's and other specialist services including: nutrition and dietetics, podiatry, community dental and wheelchair services, as well as drug and alcohol services for children and young people.

3.0 New Strategy for ELFT

- 3.1 ELFT launched its new strategy on 23 April with a Live Tweet Chat with CEO Navina Evans. This is the first Live Tweet Chat ELFT has done and it generated interesting discussion and comments from a range of sources, which Dr Evans was able to directly respond to.
- 3.2 Dr Evans gave a more detailed introduction to the strategy at the Quality Improvement Conference the next day.

- 3.3 The strategy is the culmination of over 100 focus groups and discussion with more than 800 staff, governors and service users as part of ELFT's 'Big Conversation' where we asked people to think about the objectives and priorities for the Trust.
- 3.4 The strategy sets the purpose of the Trust which is to 'Improve the quality of life for all we serve' We have agreed that our ultimate objective is that 'By 2022, we will build on our success and lead on the delivery of integrated care. ELFT will do this by working purposefully in collaboration with our communities and partners, always striving towards continuous improvements in everything we do.
- 3.5 Following on from this work, we have agreed four strategic goals. These are:
- Improving the Patient Experience
 - Improving the Health of Communities
 - Improving Staff Experience
 - Improving Value
- 3.5 Materials have been produced to promote the strategy widely on line and via posters, leaflets, etc. Directorate Management Teams will now review their work plans and next steps to deliver these plans locally and address the health needs of their respective communities.

4.0 Annual Quality Improvement Conference for London

- 4.1 Over 400 people, including ELFT staff, service users, carers, governors and external guests, attended this year's annual Quality conference on 24 April.
- 4.2 At the start of the Conference, delegates were greeted by the energetic ELFT Beats! drummers, supported by the expertise of the Pandemonium Drummers. A video celebrating highlights of the past year opened the day's agenda, followed by a welcome and introduction from the Trust's Chief Quality Officer Dr Amar Shah and Chair Marie Gabriel.
- 4.3 The first keynote address was delivered by Dr Jennifer Dixon, CEO of The Health Foundation. Her presentation focused on the role of improvement approaches to make progress on population health. Presentations were filmed and can be viewed on the QI website: <https://qi.elft.nhs.uk/quality-conference-2018-highlights/>
- 4.4 The ELFT Quality Conference 2018 was composed of powerful presentations, the launch of the Trust's strategy.

Dr Evans emphasised that the 2018 Conference was special because it coincided with the launch of the Trust's new strategy, which embodies the Trust's priorities around the Triple Aim. She said, *"We took our time, we really wanted to think about how this Trust does that is relevant for the communities that we serve. Our new ambition is bold and it is challenging We've realised that we cannot continue to do what we do and to improve in isolation"*

- 4.5 She emphasised that without service user input into quality improvement, the Trust will not progress.

- 4.6 The afternoon section of the conference was for external delegates who were able to hear a range of presentations about the ways the Trust's QI programme has helped us to raise standard of care and to measure how we are doing.

5.0 Gender Pay Gap

- 5.1 The Government has introduced legislation which has made it statutory for organisations with 250 employees or more to report annually on their gender pay gap.
- 5.2 The Gender pay gap is the percentage difference between average hourly earnings for men and women.*
- 5.3 ELFT's gender pay gap is 12.5% on average and 7% less than men when the median calculation is applied. This is an improvement of 2% since March 2017. According to the ONS in April 2017, male employees earn 18.4 % more than female workers. In the NHS this is 23%. Whilst most NHS trusts have gaps that favour men, some have pay gaps that favour women. Eg. Sussex Community NHS Foundation Trust which has a 3.8 % gap higher for women.
- 5.4 ELFT has committed to closing the gender pay gap and is undertaking the following activities to support this.

Establishing a women in leadership network following on from a successful launch in September 2017

Offering the first cohort of women only 'springboard' training which started in April 2018

Developing a Women's staff network lead and executive sponsor to support and progress the inclusion agenda as it relates to gender

Analysing the applications by gender for Clinical Excellence awards and raising awareness of the issues that potentially affect successful applications that may unintentionally favour men

** Please note gender pay gap is different to equal pay. Equal pay relates to the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. Therefore an organisation may be an equal pay employer, paying male and female staff equally for doing equal work and it may still have a gender pay gap because there are different numbers of male and female employees doing different work for which they are paid differently.*

6.0 Luton IAPT, Redbridge addiction service and wheelchair service

- 6.1 The Trust is working with the respective new providers to ensure a smooth transition.
- 6.2 Staff will each receive a letter thanking them for their contribution to the work of ELFT and a leaving event will take place.

7.0 Tower Hamlets Carers Hub Shortlisted for RCNi Award

- 7.1 The Enhanced Primary Care Mental Health Carers Hub has been recognised for the way they have focused on the needs of carers in Tower Hamlets. The initiative has been shortlisted for an RCNi Award in the 'Commitment to Carer's category. The RCNi judges had to whittle down 800 entries to create a shortlist of 70 finalists. All winners will be announced at the RCNi Nurse Awards ceremony on Wednesday 4 July 2018.
- 7.2 The Enhanced Primary Care Mental Health Carers Hub was launched in April 2017 to create an opening for carers to receive support. Its aims were to provide a place where carers could feel comfortable to meet and engage with other carers and professionals in a group setting once every fortnight, reduce isolation, provide emotional support and a space to share experiences, tips tools and coping strategies

8.0 NHS 70 Planning

- 8.1 The Trust is joining with NHS partners across the country to celebration the 70th Anniversary of the founding on the NHS on 5 July. NHS England hope to use this focus to promote the NHS as a great place to work and increase recruitment.
- 8.2 ELFT staff have been involved in a number of activities already. Staff were filmed as part of a series of NHS England films to be issued in the weeks leading up to the 5 July. Two staff nominated to represent the Trust and attend a Westminster Abbey Celebration celebration. We have nominated staff for Windrush Awards. Dr Evans is going to host a tea party with staff who share a birthday with the NHS. ELFT is joining with local NHS trusts to work with local and national media to promote services.
- 8.3 Additionally, Dr Evans has been asked to be on the judging panel for The ONE Show's NHS Heroes competition.

9.0 Action being requested

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