

**REPORT TO THE TRUST BOARD: PUBLIC  
14 NOVEMBER 2018**

<b>Title</b>	Chief Executive Officer's Report
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<b>Accountable Executive Director</b>	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
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## 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 ELFT's Headquarters Named in Honour of Dr Robert Dolan

- 2.1 Over 80 guests attended the renaming of Trust HQ on 5 October at Alie Street in honour of Dr Robert Dolan, Chief Executive of the Trust from 2010 to 2016. His wife, daughter and step-son along with some longstanding friends came along to unveil a commemorative plaque and join guests in taking afternoon tea.
- 2.2 Dr Robert Dolan was a highly regarded clinician and a leader, a national figure in the field of forensic mental health services who had a total commitment to offering compassionate, high quality care to service users who he always treated with dignity and respect. He is credited with taking the Trust to its 'Outstanding' rating for the quality of its services and being financially viable.

### 3.0 New Tower Hamlets Talking Therapies Service

- 3.1 The Trust launched a new Primary Care Psychology and Counselling service for Tower Hamlets on 1 October, in partnership with Mind in Tower Hamlets and Newham. (MITHN) The service is available to people living in the borough or who are registered with a GP in Tower Hamlets. 70 new staff who were working in the service have joined the Trust.
- 3.2 The new service is called Tower Hamlets Talking Therapies (THTT). The name was chosen by a focus group comprised of local people. People can refer themselves or be referred by their GP or health professional by calling 020 8475 8080. A microsite has been set up: [www.towerhamletstalkingtherapies.nhs.uk](http://www.towerhamletstalkingtherapies.nhs.uk) to provide information about the service.
- 3.3 The service offer support with common mental health difficulties such as anxiety, low mood, phobias, extreme shyness, anger issues, relationship issues, bereavement, etc. It offers counselling, psychological interventions for long-term health conditions and specialist interventions for eating disorders and perinatal interventions.
- 3.4 Information about the service has been distributed to partner organisations who have been asked to add the information to their online platforms.
- 3.4 The service is the fourth Improving Access to Psychological Therapies (IAPT) service provided by the Trust. The others are in Richmond, Newham and Bedfordshire.

#### **4.0 Launch of 24 hour Mental Health Crisis Line in Tower Hamlets**

- 4.1 A mental health crisis line launched on 8 October to support people living and working in Tower Hamlets. The mental health crisis line is a 'first port of call' and is available 24 hours a day. The Tower Hamlets Crisis Line number is: 0207 771 5807. Calls are charged at local rates.
- 4.2 The service has been designed for anyone experiencing a mental health crisis, to remove the need for those people to seek help via hospital A&E services. Callers will be given support and advice from mental health professionals in the Rapid Assessment, Interface and Discharge (RAID) team based in A&E.
- 4.3 Information about the service has been distributed to GPs, pharmacies, the Idea Stores and partner organisations. GP practices have been provided with text to add to their out of hours information on their websites and voicemail messages.

The new service has been promoted in the East London Advertiser, online and by social media. The 111 service and police have been informed to direct people in distress to contact the number.

#### **5.0 £2m Revamp Planned for Luton Service Base**

- 5.1 Work is set to start on a project to deliver enhanced patient care for the Trust's mental health service users in Luton. More than £2m is being invested in a project to modernise the Trust's town centre base.
- 5.2 Charter House in Alma Street will receive new heating and cooling systems and a facelift to improve the internal environment for staff and service users.
- 5.3 The 10-storey site will also be reconfigured to provide expanded space for clinical teams. The CMHT (Community Mental Health Teams) services, currently based on one floor, will be given two floors for their work. And the Luton CAMHS (Child and Adolescent Mental Health Services) teams will have three floors of the building. They currently use two. Other support services will relocate within Charter House to provide the extra space for the clinical teams.
- 5.4 Work started 22 October 2018 and will last approximately 10 months.

#### **6.0 State of the Art Health Centre Is Coming to Newham**

- 6.1 A multi-million pound health centre to be located in the heart of Newham's Royal Docks is set to open in 2019. It is a joint project overseen and managed by the Trust and Newham Clinical Commissioning Group. It will be known as the Pontoon Dock Health Centre.
- 6.2 GP services will be offered at the centre, along with a range of community health and social care services. The lease on the property is valued at £2.6 million with the cost of fitting out the health centre coming to £2.7 million. Money to fit out the centre is coming from several sources, including an NHS England grant.
- 6.3 The 1000 m2 site has been acquired by the newly established Health and Care Space Newham (HCSN) an organisation established by the partners involved, including Newham council. It has a remit to deliver health and housing facilities

for key workers living in the borough. The health centre will be the first acquisition for the HCSN.

## **7.0 New Contact Centre for Bedfordshire Community Health Services (BCHS)**

- 7.1 The new look Single Point of Access (SPoA) centre for Bedfordshire Community Health Services has been designed to provide enhanced customer service and improved information for medical teams and service users. The centre went live on 1 October 2018.
- 7.2 It replaces the One Call service provided for the Trust by East of England Ambulance Service (EEAST) – but telephone contact details remain exactly the same. The contact number is (0345) 602 4064.
- 7.3 The move brings the coordination centre service ‘in house’ and will provide a faster and more effective service by enabling enquiry and referral details to be added directly to the data system used by Trust staff.
- 7.4 The new SPoA infrastructure includes new computers, call handling systems and software. Queries will be dealt with directly by trained Trust staff, including having needs assessment expertise provided by specialist nurses as part of the service.

## **8.0 Expansion of East London Perinatal Community Services**

- 8.1 This November will see the expanded East London Perinatal Community Services officially launch after funding was received as part of the NHS five year forward plan. The development is part of a wider initiative - known as the North East London Perinatal Sustainability and Transformation Partnership - with NEFLT Perinatal services and the Trust working to ensure mothers and babies receive consistent care across north east London.
- 8.2 The service will continue to benefit from service users actively participating in shaping service development as well as enhance staff training to help improve patients' experiences. Twenty per cent of women experience mental health needs during the perinatal period.

## **9.0 Annual Members Meeting**

- 9.1 The Trust's public Annual Members meeting took place on 26 September at Hamilton House, in Kings Cross/St Pancras. It was the first time that the public meeting has happened outside of the area where ELFT provides services. And the first time that the Annual Members Meeting and Annual General Meeting were merged into one.
- 9.2 Approximately 175 people came along which was an increase in attendance compared with previous years, almost double.
- 9.3 The voices of people who have used mental health and community health services in the Trust were at the forefront of the event. The theme of the meeting was 'People's Voice's' so all the speakers and workshop leads talked about their respective experiences.

- 9.4 A debrief of the event took place and evaluation feedback forms were logged and reviewed. The feedback from attendees was extremely positive with the location, venue, format and speakers highly rated. In view of the large numbers that attended, the organisers will plan accordingly for next year's event to ensure that they, and the venue, can comfortably accommodate the increased numbers of people attending.

## **10.0 Awards and Honours**

### **10.1 Award for Tower Hamlets Community Learning Disability Service**

The Tower Hamlets Community Learning Disability Service (CLDS) were highly commended in two categories in the Breakthrough Positive Practice in Mental Health awards 2018.

The event took place in Liverpool. They were Highly Commended in the Quality Improvement category and Innovations in Community Mental health (NHS Trusts working in partnership with other organisations.)

### **10.2 ELFT Mentors Voted the Best by Trainee Nurses**

Every year, trainee nurses at City University undertaking mental health nurse training in ELFT, are asked to vote for the best placement and placement support they have received during their training. Staff based in Tower Hamlets and Newham were delighted to hear that they had topped the charts.

#### ***Highly Commended: Placement of the Year***

Stepney & Wapping Community Recovery Team (Tower Hamlets)

#### ***Commended: Placement of the Year***

Ruby Triage Ward (Newham)

#### ***Mentor of the Year***

Basseer Somally - Stepney & Wapping Community Recovery Team

### **10.3 Bridging the Gap Award at National Mental Health Awards**

A Trust project launched by mental health service users to support mental health service users has won a prestigious national award. The Bridging the Bedford Gap project scooped the Quality Improvement (QI) Award at the National Mental Health Awards in Liverpool on October 11, 2018.

The aim of Bridging the Bedford Gap was to engage and inform patients on the Bedfordshire Willow Ward of support and help available on discharge through the Trust's Recovery College and People Participation network.

It was led by a passionate group of Bedford people with lived experience of inpatient care and supported by the Trust's QI team and People Participation service.

The award was collected by project member Felicity Stocker, who has also just been elected as a Trust Public Governor for Bedford.

#### **10.4 Tower Hamlets Pharmacist Win National Award**

Amy King, Lead Pharmacist at the Tower Hamlets Centre for Mental Health, won the College of Mental Health Pharmacy award for the best Quality Improvement poster at their annual awards celebration on 13 October in Loughborough.

Amy won the award for producing a poster which outlined the Quality Improvement Project called Minimising Risk in High Dose Antipsychotic Therapy.

People that take high doses of antipsychotic medication are at higher risk of cardiac events, and other side effects. Since implementing the changes, Amy and her colleagues have seen an increase in monitoring of patients on high dose therapy, with most wards now achieving 100% monitoring rates. The team have also seen a 23% reduction in prescribing of high dose antipsychotics. QI is used to gather and analyse data, encourage innovation, support staff and service users, test and measure effectiveness of change and scale-up successful projects

#### **10.5 Forensic Services Nurse Represents ELFT at No 10**

A Matron from the Trust's Forensic Unit has spoken of her pride at being asked to represent the Trust at a reception hosted by the Prime Minister at 10 Downing Street.

Dadai Gwendoline Dandato was among mental health nurses invited from across the country to meet Theresa May MP on World Mental Health Day, 10 October. The reception was also part of a global summit on mental health change in London which had representation from 68 countries.

Dadai had an opportunity to chat with the Prime Minister and network with peers from different organisations.

#### **11.0 IHI Visit With Special Guest Don Berwick**

11.1 Dr Don Berwick, President Emeritus at Institute for Healthcare Improvement, visited ELFT in October 2018. Don is a Senior Fellow and President Emeritus of IHI, and regarded as one of the most influential leaders in healthcare.

11.2 He gave a short talk and held a Q&A session with a group of staff, service users and carers. There is a short film on the QI website here: <https://qi.elft.nhs.uk/resource/don-berwick-gives-a-short-talk-at-elft/>

#### **12.0 ELFT Hosts National Conference: From Care Programme Approach to Recovery Care Approach - Time to Move on?**

12.1 The Trust partnered with City University (London) in 1 November to host a conference questioning the relevance of the Care Programme Approach. CPA

is a model of mental health care management that underpins the way people with mental health issues are diagnosed, treated and supported across the country. There is a national debate and a lot of interest in the future of the CPA which attracted over 170 health professionals from all corners of England and Wales. ELFT staff, City University students and service users were able to access free tickets.

- 12.2 The Care Programme Approach (CPA) model is nearly 30 years old. Ideas about rehabilitation, service user involvement and recovery have undergone seismic changes during this time. With evidence indicating that service users thrive better using the Recovery model, organisers Professor Frank Röhrich, Professor Alan Simpson and Paul Binfield questioned whether it is time to discard the 'old ways' and embrace a new recovery framework for care planning in mental health.
- 12.3 This event featured a range of leading national speakers, presentations on up-to-date research on the CPA and an overview and evaluation of a new innovative approach to recovery-focused care planning.

### **13.0 Flu Campaign**

- 13.1 The staff flu campaign is underway with over 1000 staff already immunised. This is year, the target is for at least 75% of staff to be vaccinated. Because of the importance of the flu vaccine in protecting staff from flu, the Department of Health has made achieving a high level of staff vaccination a CQUIN target, meaning that the Trust will also get additional income of up to £380,000 if we achieve a rate of 75%.
- 13.2 This year the Quadrivalent Influenza Vaccine (QIV) is being used and protects against four strains of flu. Flu clinics are taking place across the whole organisation. Staff can, if they prefer, get their flu jab from their GP. This information is being collated along with information from staff who sign to say they wish to opt out of receiving a flu jab. These are taken into account in attaining the CQUIN target.
- 13.3 Prior to the launch of the flu campaign, staff were asked to vote on their choice of flu campaign posters. The majority voted for the contemporary Game of Thrones design. In keeping with this theme, a Game of Thrones goblet has been purchased as an incentive to the Directorate that has the highest number of staff vaccinated.
- 13.4 The Chief Pharmacist has issued information to ELFT pharmacists and clinicians to ensure that inpatients are offered the flu vaccine. It is the responsibility of the individual's GP to ensure they receive flu protection if eligible. However, some service users may not be able to get to their GP practice if they are admitted to one of ELFT's facilities, so it is important that they are offered the vaccine while under our care.

## **14.0 National NHS Staff Survey**

- 14.1 All eligible staff have received the online National NHS Staff Survey to complete by 30 November 2018. Staff are being encouraged to provide this important feedback via stories on the intranet and staff bulletin, and also by their local management teams.
- 14.2 An incentive of a £5 donation is being offered for every completed survey received which can be spent on local projects to benefit staff and service users. The survey responses are anonymous but the overall numbers returned from each directorate will be reported.

## **15.0 ELFT Goes Into Partnership With Social Enterprise**

- 15.1 On 1 November, ELFT signed a partnership agreement with Compass, a Tower Hamlets-based social enterprise. The agreement helps secure the future of Compass and around a dozen jobs as well as maintaining a presence for the not-for-profit organisation in an area in which it has been long established.
- 15.2 Compass Wellbeing was founded in 2013 as a social enterprise. Like the NHS, it is a not-for-profit organisation. Prior to this, it was known as the Tower Hamlets Primary Care, Psychology Counselling Service with a history in the borough going back 30 years.
- 15.3 Compass is driven by its mission to improve the quality of life for local communities which fits with ELFT's organisational strategy to improve the health of the local population.
- 15.4 As a social enterprise, Compass Wellbeing has provided local talking therapies services, school health services and a Family Nurse Partnership service (specialised support to teenage mums.)
- 15.5 Social enterprise businesses can sell goods and services in the open market. Social enterprises reinvest the money they make back into their business or the local community. This allows them to tackle social problems, improve people's life chances, support communities and help the environment.

## **16.0 Black History Month**

- 16.1 The Trust has established a Black and Minority Ethnic (BME) Staff Network for BME staff to access support from peers and come together at bespoke events for support with progression in the Trust. As part of Black History Month, the BME network ran a daily story on the staff intranet to highlight leading and inspirational BME leaders, past and present. This included UN lead Kofi Anan, Footballer Pelé, Doreen and Stephen Lawrence, who campaigned for justice following their son's murder, Civil Rights activist Rosa Parks, who challenged segregation on buses in the USA, Nelson Mandela who fought apartheid segregation in South Africa, TV personality and activist Oprah Winfrey, to name but a few. The daily stories also included leaders closer to home including Chief Nurse, Lorraine Sunduza, and Chair Marie Gabriel.



16.2 The BME Staff Network also launched a Black History Month Pledge 2018 which invited BME staff to have their photograph taken holding the board saying: I will believe in myself, I will pursue my dreams, I will help others along the way. Staff were invited to post their photos of social media as part of Black History Month.

**17.0 Action being request**

17.1 The Board is asked to **RECEIVE** and **NOTE** this report