

**REPORT TO THE TRUST BOARD - PUBLIC**  
**13 March 2019**

<b>Title</b>	Chief Executive Officer's Report March 2019
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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 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.

**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 Hosts Visit by Secretary of State for Health and Social Care to Launch HEE NHS Staff Wellbeing Report**

- 2.1 There was standing room only when the Secretary of State for Health and Social Care, Matt Hancock, launched Health Education England's Staff and Learners' Mental Wellbeing Commission Report on 20 February 2019 at the Trust's Headquarters.
- 2.2 The audience consisted of senior leads from Health Education England the researchers who contributed to the report, and apprentices, service user, and staff representation from the Trust.
- 2.3 The report seeks to address the mental health and support needs of healthcare workers who work in high pressure roles, dealing with trauma, distress and emotionally charged situations.
- 2.4 The Commission was led by Sir Keith Pearson. He and his research fellows reviewed current practice, areas of excellence and produced a series of recommendations.
- 2.5 The report introduces nine Workforce Wellbeing Guardian principles plus a new role: that of a NHS Workforce Wellbeing Guardian for each NHS trust. The report's key aim is to ensure that strategies are developed and strengthened to lessen staff and student stress, and for the NHS to become a place where mental wellbeing is a priority. (See page 15 in the online report [here](#))

## **3.0 Support Package for Norfolk and Suffolk Trust**

- 3.1 ELFT has been asked by NHS Improvement (NHSI) to provide extra improvement support to Norfolk and Suffolk NHS Foundation Trust which is currently in special measures following inspections by CQC. This will involve closer working and further management capacity to help them on their improvement journey.
- 3.2 ELFT has previously helped NSFT through an informal 'buddying' arrangement'. NSFT provides mental health and learning disability services across Norfolk and Suffolk.

## **4.0 Trust Partners With Homeless Charity to Provide Primary Care GP Services**

- 4.1 From 1 April, the Trust will provide Primary Care GP services at The Greenhouse Practice in Hackney in partnership with Groundswell, a charity which works with homeless and vulnerable people.
- 4.2 The practice provides care to people living in hostels or supported accommodation, rough sleepers, and people who spend a significant amount of

time on the street or in other public places. It also aims to support the hidden homeless, such as people in squats or 'sofa surfers.'

- 4.3 Seven staff will transfer to ELFT so patients will continue to be seen by staff they are familiar with.
- 4.4 The Trust provides a similar service in Tower Hamlets and Newham, and provides mental health services in Hackney. So alongside Groundswell, have built up considerable experience of the challenges which face homeless people and in supporting vulnerable individuals
- 4.5 The Trust has also been successful in retaining its contract to provide Primary Care GP services in Tower Hamlets from the Health E1 surgery.

## **5.0 Brexit: Supporting EU Healthcare Staff and Contingency Planning**

- 5.1 The Trust has been holding Brexit Contingency Planning meetings to anticipate and identify issues that could impact on the organisation in the event of a 'No Deal' exit arrangement from the European Union.
- 5.2 The Trust is working closely with NHS England. Weekly network meetings and briefings are taking place which ELFT is participating in.
- 5.3 All trusts are being asked to implement a 'control and command' set-up to allow accurate and reliable reporting to the centre. So ELFT will introduce a daily 'SitReps' system to be completed by all managers to detail any impacts on staffing and supplies.
- 5.4 We have sought reassurance from all our suppliers that they will be able to fulfil our orders to our satisfaction. Food for our inpatient units is sourced in the UK so deliveries should continue as normal. We have liaised with suppliers of medical devices and clinical equipment who have shared their plans with ELFT.
- 5.4 All NHS organisations have been advised not to stockpile any medicines. Stockpiling is underway higher up the supply chain so that all organisations will have equal access to supplies. Organisations that order items outside their usual ordering patterns will not receive additional stock.
- 5.5 A half-day Contingency Planning Event was held at the end of February involving service directors, clinical directors and service leads to test our business continuity plans against some scenarios. This was a helpful exercise revealing some common sense strategies from the participants. But it also highlighted areas that would be of concern. We will draw up a plan from the exercise to have an action template going forward.

## **6.0 Health and Care Space Newham**

- 6.1 The Trust has joined forces with Newham Council to create Health and Care Space Newham (HCSN) – a development company that will acquire and build new facilities to deliver integrated health and social care, alongside housing for sector workers, across Newham. That means that GP services will be offered at centres alongside a range of community health, social care, out of hospital, and a variety of clinical services.

6.2 HCSN is the first such partnership between a local authority and an NHS body in the country. It will be the delivery vehicle for a wider strategic partnership that includes Newham CCG and Newham Health Collaborative (NHC), alongside ELFT and Newham Council. NHS, the local GP federation, are expected to join the partnership in 2019/20.

## **7.0 Staff Awards**

7.1 The Trust's 2019 Staff Awards Ceremony took place on 12 February at The Barbican. The event aims to acknowledge staff who go the extra mile to make things run more smoothly for service users and colleagues. Nominations are submitted in the four preceding months to be reviewed by a judging panel made up of service users, directors and partner organisation representatives. This year's event attracted 900 staff from all corners of the Trust.

7.2 Dr Paul Gilluley, ELFT's Chief Medical Officer was the Compere of the event. The evening started with a performance by the #ELFTin1Voice choir who opened the event by singing 'Because I Knew You, I've Been Changed' from the musical Wicked, to a background montage of a year of ELFT in pictures.

7.3 The choir is made up of staff and service users from London, Luton and Bedfordshire. Separate rehearsal sessions took place in Bedfordshire and London in the months leading up to the Staff Awards event. The whole choir only came together at the final rehearsal a few hours before the start of the ceremony. The performance was filmed and posted on YouTube. It has had over 1300 views.

7.4 At the start of the event, Dr Gilluley paid tribute to Professor Alan Simpson who was in the audience, lately of City University, who has had a long collaboration with ELFT. Professor Simpson has just moved to become Professor of Mental Health Nursing at Kings College and will be working with South London and Maudsley NHS Trust.

7.5 Dr Gilluley also acknowledged the response of three staff when a fire broke out at Bedford Health Village (See item 9 later in this report.) asking Kathy Giles, (Estates Manager) Julia Mead (Community Nursing Manager), and Dr Kate Corlett (On-call manager) to stand up. Dr Corlett was the director on call who initiated the Trust's response to the fire. Kathy Giles and Julia Mead went straight to the site to assess the situation and support staff and patients while the fire service tackled the fire.

7.6 Details of the winners is available on the Trust's website.

## **8.0 Think Family Conference**

8.1 ELFT professionals from all across London, Bedfordshire and Luton came together on 31 January at ELFT's 'Think Family' Safeguarding Conference to learn from every borough's approach to Safeguarding both adults and children.

- 8.2 A speaker from the charity Unseen UK spoke about how modern slavery. The term Modern Slavery encompasses slavery, servitude, human trafficking to exploit someone, and forced or compulsory labour. The speaker spoke about how it works, who can be a victim, what methods of control can be used on a victim, what questions to ask potential victims and when to call the Unseen Helpline. She stressed that healthcare staff were in a unique position to identify potential victims of modern slavery and suggested questions to ask to gain a clearer understanding.
- 8.3 Speaker from Empower, Safer London, spoke about County Lines explaining how young people and vulnerable adults can be easily drawn into selling drugs and being exploited by sophisticated criminals. County lines involves a gang usually made of young men from a large urban area travelling to smaller locations (such as a county town) to sell Class A drugs. Violence is used to establish and secure the drug line and to remove competition.
- 8.4 Staff also had an opportunity to attend workshops on Female Genital Mutilation, Prevent, Domestic Abuse and Thinking Family around Parental Substance Misuse. Feedback from staff is that they really enjoyed the workshops and found it a stimulating day.

## **9.0 Fire at Bedford Health Village**

- 9.1 On 3 January 2019, a fire broke out in Shires House, a disused building, on the Bedford Health Village site.
- 9.2 The fire service attended and there were no casualties. The cause of the fire is unknown and is subject to investigation.
- 9.3 The site is owned by NHS Property Services. ELFT provides inpatient and community services on the site, and Bedford Hospital provides a range of outpatient services.
- 9.4 The fire was widely reported in the media and on social media during the incident so staff proactively contacted patient's relatives to reassure them that everyone was safe, and that there was no requirement to evacuate any services.
- 9.5 Staff worked through the night to safeguard the wellbeing of patients and ensure services were ready for business as normal the following day. All services on the site were open as usual the following day.
- 9.6 A personal thank you was issued by the Trust's Chief Operating Officer, Paul Calaminus to all staff involved in responding to the incident. He praised staff for their swift response, professionalism and teamwork.

## **10.0 Newham Health Collaborative (NHC)**

- 10.1 ELFT's Executive Commercial Director, Dr Mohit Venkataram, has stood down as Chief Executive of NHC in line with the original agreement. He took up this role on 10 April 2017 with a commitment of two days a week.

- 10.2 NHC was set up as a company registered under Companies House. The aim of the collaborative is to improve the health and wellbeing of the 400,000 Newham population and to support the quality and sustainability of the borough's GP practices.
- 10.3 ELFT leadership of the federation resulted in the development of 100% shareholding, corporate governance arrangements, national recognition, operational delivery and development of organisational strategy.

### **11.0 Newham Housekeeper Wins National Award**

- 11.1 Amanda Piper, Housekeeper on Sally Sherman Ward at East Ham Care Centre, Newham, has won a national Unsung Hero Award announced in Manchester on 1 March 2019.
- 11.2 The Annual Unsung Hero Awards are the only National Awards for non-medical NHS staff and volunteers who go above and beyond the call of duty.
- 11.3 The role of a housekeeper is to look after the environment that patients are cared in, including cleanliness, safety, food, bed linen, heating, ventilation, equipment, maintenance, replenishing stock, replacing worn or damaged items, etc.
- 11.4 Her 'Everyday Hero Award' nomination was submitted by Tracy Connellan, Ward Manager on the ward at East Ham Care Centre. In it she noted that patients on the ward have dementia with often challenging behaviour. She noted that Amanda's calm and caring approach cuts through that ensuring that patients feel safe and calm. She has arranged funerals when there is no family, buys clothes when patients come with nothing, and arranges parties and special treats.

### **12.0 Action**

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