

REPORT TO THE TRUST BOARD - PUBLIC
25 July 2019

Title	Chief Executive Officer's Report
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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 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

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

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 Tower Hamlets Pathway Homeless Team Win National Parliamentary Award

- 2.1 On 24 June 2019, the Pathway Homeless Team based at the Royal London Hospital heard that they were the Regional Winner in The Excellence in Urgent and Emergency Care Award category, one of ten NHS Parliamentary Awards.
- 2.2 On 10 July, the team were voted the overall national winners in this category.
- 2.3 The Pathway Homeless team is part of the Health E1 Homeless Medical Centre in Brick Lane, Aldgate in the Community Health Services Directorate. The practice registers rough sleepers and people in temporary or insecure housing in Tower Hamlets.
- 2.4 The Pathway Homeless Team are based at the Royal London Hospital and has the ultimate aim of ensuring homeless people presenting in A&E do not get discharged back to the street, but instead are found other options for housing, healthcare and ongoing support in the community. The team facilitates a smooth discharge to a safe place following hospital admission. The team work closely with colleagues both inside and outside the hospital to improve communication between professionals and to advocate for this vulnerable group.
- 2.5 This is a truly collaborative service: it is run by ELFT, commissioned by Tower Hamlets CCG, and provided from The Royal London Hospital which is run by Barts Health
- 2.6 Tower Hamlets Jim Fitzpatrick MP, who represents Poplar and Limehouse, nominated the team. The Parliamentary Awards were launched in March. MPs from across the country were asked to nominate individuals or teams they thought have made the biggest improvements to health services in their constituencies, across ten categories.

3.0 ELFT Legal Affairs Team Crowned Winner of Health Service Journal Value Awards

- 3.1 The Trust Legal Affairs team were announced at the winners of the Health Service Journal (HSJ) Value Awards for 2019, in the category for the most Effective Litigation Award.
- 3.2 The HSJ Value Awards highlight and celebrate those health teams and services across the nation that make outstanding improvement by adding value to the care quality and efficiency for the people they care for.
- 3.3 Announcing the winning team, the HSJ judges said: *"This most worthy winner demonstrated robust service user involvement and gave confidence that sustained changes would be made. An excellent application which set out the journey to transform culture from the bottom up impacting response times, service delivery and improve care."*

- 3.4 The Legal Affairs team have been able to drive through sustained change in ways that have resulted in a marked reduction in terms of length of time a claim takes to be brought and in the time taken to settle – over two years faster than the national average.
- 3.5 They feel their success is very much down to making sure that the Trustwide emphasis on ensuring staff are supported if things do go wrong is firmly embedded everywhere, and to get across the message that we want everyone to work together to learn from mistakes, in a collaborative, open and transparent way.

4.0 Tower Hamlets Crisis House Service Wins National Award

- 4.1 The specialist housing provider Look Ahead, and mental health services in Tower Hamlets were awarded 'Support and Care Team of the Year' at the national Housing Heroes Awards 2019 ceremony for their partnership work in the Tower Hamlets Crisis House.
- 4.2 The Tower Hamlets Crisis House is commissioned by and delivered in partnership with ELFT and offers short-term accommodation to people experiencing mental health crisis. It is a cost-effective alternative to acute hospital admission and provides accommodation, care and support, to those who are too unwell to be treated at home.
- 4.3 The project was included as a case study in the national 'crisis and acute alternative provision' in NHS England's information pack in June 2019

5.0 Positive Practice in Mental Health Awards for CAMHS Crisis Service and Older People's Care Teams

- 5.1 Bedfordshire and Luton CAMHS Crisis Service team were presented with the 'Liaison and Intensive Support Award' as part of the Positive Practice National Children & Young People's MH Awards 2019.
- 5.2 The award is for a team or service that provides exceptional support and interventions to children/young people and their families through a period of crisis that demonstrate innovation, together with extended hours and easy access.
- 5.3 The awards ceremony was held in Stoke-on-Trent in May. The crisis team will go on to represent CAMHS services and compete against adult mental health winners at the national awards final in October.
- 5.4 In the second of the Positive Practice in Mental Health Awards, two ELFT teams were award winners at the National Older Peoples' Mental Health and Dementia Awards in July 2019. The Occupational Therapy team based on Columbia Ward, Mile End Hospital in Tower Hamlets won the Dementia Team of the Year Award.
- 5.5 Tower Hamlets Mental Health Care of Older People Psychology Service and The Alzheimer's Society were joint winners with Devon Partnership NHS Trust in the 'Addressing inequalities among older people with mental health issues/dementia' category.

5.6 Sally Sherman Ward at East Ham Care Centre, Newham were 'highly commended' in the Carer Support category.

6.0 Forensic Services Nurses Wins RCNi Mental Health Nursing Award

6.1 Rachel Luby, Clinical Practice Lead at the John Howard Centre won the RCNi Mental Health Nursing Award on 3 July 2019.

6.2 Rachel was nominated for her work on changing approaches towards sex and intimacy with service users. She has been a driving force behind policy and guideline changes, leading a Quality Improvement project on Limehouse Ward.

6.3 Rachel felt the recognition of patient's sexual needs were often overlooked and with little outlet for healthy sexual expression whilst in care, this could ultimately impact on their ability to create new relationships following discharge from the unit.

6.4 As a result of her interventions, a sexual health nurse now attends the ward to offer screening, advice and treatment. A weekly group discuss issues around love, sex and intimacy. Sexual expression is now part of each patient's care plan.

7.0 Shadow Secretary for Health and Social Care Visits Homeless Centre

7.1 Health services for the homeless were in the spotlight on 20 June when the Shadow Secretary for Health and Social Care, Jonathan Ashworth, MP for Leicester spent time with staff and service users at Health E1 Homeless Medical Centre in Tower Hamlets.

7.2 Staff at the Tower Hamlets practice were joined by colleagues from the Greenhouse Practice in City and Hackney, and from the Newham Transitional Care Practice in Newham to give the MP a perspective from other areas too. Gerry Rolfe from the homeless campaigning charity, Groundswell, also came along to talk about the support they can offer in tandem with the NHS.

7.3 The Shadow Secretary was interested in the pathways for supporting homeless people with physical health, mental health, addictions and social issues, and sought to find out what helps, what works and what doesn't. Staff valued the opportunity to speak up for vulnerable homeless people and talk about the work carried out by a range of health and social care professionals.

7.4 Jonathan Ashworth MP said, "*It was a real honour to spend time on the frontline at Health E1 Homeless Medical Centre listening to staff and service users. The work here is inspirational providing health care and social support for some of the most vulnerable homeless in East London.*"

8.0 Regional Director for London at NHE and NHS Improvement Visits ELFT

8.1 Sir David Sloman, Regional Director for London at NHS England and NHS Improvement, visited the Trust on 24 May. He spent time in focus groups with staff, service users, the QI team and the senior executive team to find out what makes ELFT tick.

8.2 The Trust took the opportunity to give him a true sense of ELFT's culture, strengths and opportunities for improvement. The conversations were far-ranging looking at strategy, people participation, QI, staff wellbeing, the Trust's new approach to financial viability, system-working and what it actually feels like to work here or to receive treatment and care here.

9.0 Trust Using 100% Renewable Energy

9.1 Since 1 April, wind, solar and wave-generated electricity will power the Trust as part of its pledge to reduce its carbon footprint. ELFT is the first NHS trust to register with Crown Commercial Services, the largest public sector energy broker, to secure a 100% renewable electricity contract.

9.2 ELFT has more than 100 buildings and this change to using sustainable and renewable energy is the equivalent of up to 400 domestic properties switching to renewables.

9.3 The Trust's next major environmental project will be to look at opportunities to use carbon-neutral gas. Other work to make the Trust a greener organisation includes:

- Large scale recycling implementation across the Trust
- Creation of a Trust travel plan to help staff in making a greener choice in terms of travel
- Eventual removal of all single-use plastic cups across Trust sites to be replaced by branded ELFT reusable cups
- LED lighting replacement for sites with the poorest energy efficient lighting
- Plant room and boiler insulation to maximise efficiency of larger buildings
- Installation of new bicycle hangars - or equivalent - across multiple Trust sites at the rate of three new hangars a year
- Installation of electric car charging points at the John Howard Centre as part of a Government initiative. Charging points will be added to other suitable sites if successful.

10.0 Volunteer Recognition Event

10.1 The Trust held a Volunteer and Governor Recognition event on 12 June inviting volunteers and governors who give their time and energy to the work of the Trust. Guests were treated to afternoon tea and received a small gift.

10.2 The event was attended by Chair Marie Gabriel and CEO Navina Evans and was an opportunity to formally say thank you and acknowledge the contribution they make in supporting staff, and the people who use services and their families.

10.3 The event was a chance to hear about some of the ways volunteers and governors get involved and the impact of their participation on service users and staff.

10.4 The event culminated with the announcement of the ELFT Volunteer of the Year. The humble and very embarrassed winner was Kristine Olsen-Vetland, who volunteers at East Ham Care Centre in Newham. Kristine started volunteering

four years ago and attends 3-4 days each week to support the activities programme at the Centre. Her passion for caring gains trust from both patients and staff.

11.0 ePrescribing Rollout

- 11.1 ePrescribing or the JAC EPMA (Electronic Prescribing and Medicines Administration) Project aims to implement an electronic solution that will remove paper from prescribing, administration, screening, and medicines reconciliation to all inpatient areas.
- 11.2 Older people's wards and working age adult wards in Tower Hamlets have all moved over the ePrescribing. The project will now rollout to wards in City and Hackney. This is a big change to the way ward teams and pharmacy team operate and the project has involved technical and clinical expertise from the project team.
- 11.3 ePrescribing is safer than paper systems. The system can flag up incorrect dosages, contraindications, missed or delayed administration and prevent mistakes such as double-dosages. It also means that staff do not have to decipher ambiguous handwriting so reducing the risk of error, and it contributes to the Trust's desire to reduce paper use. It means that a prescriber does not have to be present to prescribe but can go online and make changes wherever they are working in response to information or changes in the clinical presentation of the service user.
- 11.4 ePrescribing is reliant on IT systems functioning. Contingency planning has been factored in so that inpatients are not disadvantaged in the event of an outage.

12.0 Brexit Update

- 12.1 Following the decision to delay the UK exit from the EU to 31 October 2019, the Brexit Committee has continued to meet to progress planning and brief staff and managers with any information deemed useful and relevant.
- 12.2 A no-deal Brexit remains a possibility so the Trust continues to monitor advice from NHS England and undertake to ensure our own supply chains are robust.
- 12.2 Communication with staff has reiterated that ELFT is keen to retain all our staff, and for EU national staff to speak to their HR manager or line manager if they are reconsidering their future plans and career intention in the light of the UK exiting the European Union.
- 12.4 A Brexit planning exercise with senior managers took place in February 2019. A second one will take place in September to enable us to test our plans and talk through possible scenarios.

13.0 Trustwide Conferences

- 13.1 The Trust has hosted a number of conferences for staff and service users since the last CEO Report:

- 13.2 **Trustwide Suicide Prevention Symposium:** A Trustwide Suicide Prevention Symposium took place in Luton on 9 July. The symposium provided a platform to launch the Trust's new suicide prevention training package. Sessions included:
- Emergent national trends around suicide
 - Current policy
 - Best practice for suicide prevention
 - Local strategies in BLMK and NEL STP/ICS region.
- 13.3 **BAME:** The annual BAME conference took place on 28 June bringing together over 150 colleagues to listen and learn about inclusion and diversity in the NHS. The theme of the event was 'Embracing your diverse self'. Chief Nurse Lorraine Sunduza opened the conference emphasising the Trust's commitment to ensure a fair approach for all members of staff.
- 13.3.1 The event was comprised of a who's who of speakers that have trail-blazed the BAME agenda within the NHS. Colleagues heard from speakers that included: Yvonne Coghill CBE, Director of NHS Workforce Race Equality Standard (WRES), Roger Kline OBE, author of *The Snowy White Peaks of the NHS* and research fellow at Middlesex University, Paul Deemer, Head of Diversity & Inclusion at NHS Employers and Vijaya Nath, founder of Contemplative Spaces.
- 13.4 **Social Work Conference:** The Trust held its first social work conference on 19 June. 125 colleagues came together to think about how to build on the foundations of social work in the Trust.
- 13.4.1 A service user described the experience of social work from a service user's point of view speaking about the importance of kindness and understanding the context of peoples' life experiences. Other sessions focused on the need to move from 'repair' to 'prevent' opportunities for improved joint working and multi-disciplinary care approaches around neighbourhoods.
- 13.4.2 The venue was bustling throughout the day with Trust staff networks, Thinkahead, Unison, Freedom to Speak Up, The British Association of Social Work (BASW) and 'What Matters to You' all hosting stalls sparking lively discussion.
- 13.5 **Senior Nurses Conference:** Chief Nurse, Lorraine Sunduza welcomed senior nurses from all areas of nursing in the Trust to a one day conference on 18 June titled: "Innovation and Leadership in Care."
- 13.5.1 Keynote speakers included Oliver Shanley OBE, Regional Chief Nurse for London, NHS England & NHS Improvement, and Andrea Sutcliffe, Chief Executive of the Nursing & Midwifery Council who presented a paper on "Professional accountability and Professional curiosity in Leadership".
- 13.5.2 The event was an opportunity for senior nurses to consider their role in driving the Trust's strategy and was a chance to share their expertise and experience. The conference provided space to interact, integrate and network with other senior nursing colleagues in the Trust.
- 13.6 **Freedom to Speak Up Conference:** The ELFT Annual London Freedom to Speak Up Conference took place on 10 June 2019 attracting over 80 from across the Trust.

- 13.6.1 This year's theme was: 'Speaking Truth to Power: Speaking up, Listening up.' Staff are often told to speak up as it keeps our patient safe and helps to improve staff experience. A year on from the launch of Freedom to Speak Up, the focus was learning that 'Listening up' is just as important as Speaking up itself.
- 13.6.2 This year's conference included a keynote speaker, Professor Megan Reitz, who talked about understanding power dynamics; their impact on us and how to have the conversation you don't want to have. She also focused on developing the courage and ability to speak up well, especially when feeling under pressure.
- 13.6.3 There were a range of presentations looking at different perspectives around speaking up, interventions, providing psychological safety, fraud and medicines, safety to name and how perceptions of power enable or silence people.
- 13.7 **Nurse's Day Celebration:** Valuing ELFT nurses and their work was at the centre of the Nurse's Day Celebration which took place on 19 May bring together ambitious nurse-led plans that strive to radically improve the communities we serve and the wellbeing of staff.
- 13.7.1 The keynote speaker was the Chief Nursing Officer for England, Dr Ruth May who spoke about the importance of improving the image of nursing and creating an open door policy for all nurses to continue with their career throughout all life stages. Nursing is a well-respected profession and needed to be inclusive and attract new recruits.
- 13.7.2 There was a wide-ranging discussion titled: 'What does professional curiosity mean to you?' where ELFT nurses from all areas shared their perspective on professional curiosity. Chief Nurse Lorraine Sunduza praised nurses for their innate sense to investigate when something doesn't seem right.
- 13.7.3 Ultimately the spotlight was on nurse achievements in ELFT. The audience heard presentations on working with vulnerable people in A&E, Children's Nursing, a Learning Disability Weight Management Project and a Pressure Ulcer tool for carers.
- 13.8 **Co-produced Quality Conference 2019:** Around 400 people, including staff, service users, carers, governors and external guests attended the 5th ELFT Quality Conference on 14 May at the ExCel London Conference Centre. This year's event was co-designed with service users and carers who helped shape the overall theme of the event as well as create the content of the main stage and presentations.
- 13.8.1 The day's keynote speaker was Professor Jason Leitch, National Clinical Director of Healthcare Quality and Strategy in Scotland who spoke passionately about Population Health and ELFT's new mission.
- 13.8.2 All delegates at the conference got the chance to be part of the QI Project World Cafe session. Nineteen QI project teams presented their work with each delegate getting to be part of a discussion with up to three teams. All projects showcased 'Big I' and 'Little I' involvement and were presented by service users, carers and staff.

13.8.3 A new illustrated guide to QI, produced by ELFT in collaboration with Sonia Sparkles was launched at the conference. This is an interactive picture book that takes you on a journey from 'What is QI?' through to improving the health of populations using Triple Aim.

14.0 London Pride/Black Pride

14.1 For the second year running, the Trust took part in the London Pride parade with over 80 staff riding or walking alongside an open-topped bus. The two LGBTQ+ Network Leads, Fiona Lord and Rachael Levett pledged to make the event memorable – and it was.

14.2 The parade attracted thousands of people celebrating 50 years since the first Stonewall riots that led to equality for people of all gender and sexual identities.

14.3 Staff took part in Black Pride, hosting an information stall in Haggerston Park in Hackney on 7 July 2019. This was a first for ELFT and a great opportunity to promote ELFT. The LGBTQ network devised a brief questionnaire to identify barriers and improvements for those identifying as BAME/LGBTQ. They provided information about apprenticeships, membership services, staff networks and working for the Trust.

14.4 A rainbow flag was hoisted up on a newly installed flagpole at the Trusts Headquarters at Robert Dolan House to demonstrate support and solidarity with the LGBT+ people across the world.

15.0 Action

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