

REPORT TO THE TRUST BOARD: PUBLIC
24 September 2020

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 contains details of 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 Coronavirus Update

- 2.1 ELFT continues to work with local health partners, Public Health England and NHS England to ensure staff are fully briefed and prepared to support the national response to containing the spread of the Coronavirus, and changes in guidance and restrictions.
- 2.2 *Restarting Face to Face Contacts* - Whilst a lot of consultations continue to take place online, services are introducing more face to face contacts. The Trust didn't really stop much of our work during the pandemic, and any restart took place several months ago and some new services were opened whilst the pandemic was at its peak.
- 2.3 *Referral Activity and Waiting Times* - Activity on mental health wards returned to pre pandemic levels by July having dipped at the height of the pandemic. Mental health phonelines have been bolstered and we are now taking double the calls of a year ago with half of these being people newly seeking help.

Whilst offering more digital services, face to face work has continued. Waiting times for CMHTs are at pre-pandemic levels due to working more closely with primary care and GPs

IAPT services have seen referral activity return to pre-pandemic levels - most of this is online work. Waiting times have decreased, whilst activity levels have returned to normal and are expected to increase.

CAMHS referrals dipped but there has been an increase in self referrals. We have increased crisis services and expect an increase in referrals as young people return to education

District nursing response times remain stable. New and enhanced support for care homes introduced, and discharge hubs provided and provide safe step-down care after hospital admission.

- 2.4 Alongside this, we continue to monitor the spread of coronavirus in patients/ service users, and staff. Ward testing is taking place every week. Antibody testing is available to staff. (This is currently only available to NHS staff.) With the school term underway, we have a watching brief for any impacts on our communities, and on staff who are parents. We are now focusing on planning for future outbreaks and winter preparedness.
- 2.5 *Testing and Swabbing Staff in Bedfordshire and Luton* - Staff in Bedfordshire and Luton were contacted by the Trust at the end of August to go to a testing site to be swabbed. This was a request from the Secretary of State for Health in response to the high rates of coronavirus in the county. Over 1200 staff complied. NHS England and the Bedfordshire, Luton and Milton Keynes Commissioning Collaborative have concluded the programme of swabbing for provider staff, considering it to have been a success.

- 2.6 *Track and Trace in ELFT Premises* - The Trust has introduced a manual system for logging attendance at our sites. This is a Government requirement to enable trusts to contact people in the event they may have been in contact with someone with coronavirus. The lists need to be destroyed after 22 days. The Trust is scoping an electronic option for people to check in and out.
- 2.7 Our Gold Major Incident management meetings continues to meet weekly. Our recovery-phase workstreams: Shaping Our Future, Inequalities, Co-production, The Future of Work and Leadership are now established. The purpose of these work streams is to reflect on learning, what has worked during the pandemic, what we need to discard, and what we want to retain and take forward.

3.0 Primary Care Director Appointed

- 3.1 Marina Muirhead has been appointed as Director for Primary Care. She joins Dr Liz Dawson is leading the Trust's newly established Primary Care Directorate in recognition of this growing area of the Trust's work.
- 3.2 Marina has 15 years of primary care experience gained in Primary Care Trusts, Primary Care Groups, Clinical Commissioning Groups (CCGs) and national organisations including NHS England. For the last five years, Marina has been working on the sustainability and resilience of general practice by working with providers and commissioners to develop new care models.

4.0 Supporting the Mental Health of Veterans and the Armed Forces

- 4.1 The Trust has joined the national Veterans Covenant Healthcare Alliance (VCHA), a group of more than 50 providers aiming to improve the healthcare veterans receive from the NHS.
- 4.2 Part of the work will focus on understanding how veterans and the armed forces community use health and social care services and how they can be connected with services to meet their needs.
- 4.3 Mental illness can affect anyone, including veterans and their families. Some veterans may experience specific problems, such as anxiety or depression, which may relate to their transition to civilian life, traumatic events or life-changing injuries. They may also face cultural barriers to seeking help.
- 4.4 The work will also focus on the positive contribution which can be made by veterans through involvement from a service user perspective and also by considering how their skill-sets could also benefit services operationally through employment opportunities.

5.0 New Home for East London Dementia Assessment Unit

- 5.1 Columbia Ward, ELFT's inpatient dementia assessment unit for City and Hackney, Newham and Tower Hamlets has moved to the Cazaubon Unit at East Ham Care Centre in Newham.

5.2 The 21 bedded ward needed to move to enable Barts Health to restructure their services and introduce colour-coded COVID-free zones on the Mile End Hospital site. This will impact on the Trust's central pharmacy department also based there. The pharmacy department will have works carried out which will include creating a new entrance and hatch.

6.0 Luton and Bedfordshire Public Forums- Future Design of Mental Health Services

6.1 From July through to September, the public, partner organisations and colleagues are being asked for their views and ideas on changing how community mental health services are provided in Bedfordshire and Luton. The Trust has and is hosting engagement opportunities across all three areas to discuss how people are supported with their mental wellbeing.

6.2 Public forums are being held online for anyone with an interest in community mental health support to share personal experience, insight or ideas. Staff engagement opportunities will also be organised for colleagues to do the same.

6.3 Input from all sessions will be used to shape and make positive changes to community mental health care, including the Trust's Community Mental Health Teams (CMHTs).

7.0 New Bedfordshire Community Epilepsy Specialist Nurse Service

7.1 A new clinical nurse specialist service in epilepsy has launched in Bedfordshire, delivered by Bedfordshire Community Health Service (BCHS) and commissioned by Bedfordshire Clinical Commissioning Group (CCG).

7.2 The service will support individuals with epilepsy within the community, working collaboratively with hospitals, GP practices, community services and the voluntary sector; focusing on self-care and maintaining independence.

7.3 The team will offer personalised care planning and support, training and guidance where needed and hope to reduce hospital re-admissions and associated health needs for their service users.

7.4 This service will aim to be accessible to all, with appointments being offered virtually through a secure service, allowing the person with epilepsy to be in a comfortable environment. All referrals are to be made by calling the BCHS Single Point of Contact (SPoA) 0345 602 4064

8.0 ELFT Carers Survey

8.1 The Trust is encouraging carers to take part in a survey to understand how the health and broader situations of carers in touch with East London Foundation Trust services have changed during the lockdown.

8.2 The questions are designed to help understand how the Trust can support carers and adapt services appropriately cover:

Section 1: the health of you and the person you care for
Section 2: living during lockdown
Section 3: accessing services
Section 4: hopes and concerns
Section 5: demographic background

The survey is part of a broader piece of work on inequalities designed to build the organisation's ability to meet peoples' need

9.0 Awards Shortlisting

- 9.1 *Nursing Times* The Telehealth team, part of Newham's Extended Primary Care Team have been shortlisted for the Nursing Times Awards 2020 in the Managing Long Term Conditions category.
- 9.2 *Royal College of Psychiatry* The Trust's Forensics Service at the John Howard Centre in Hackney have been shortlisted in the category of 'Psychiatric Team of the Year: Outstanding Commitment to Sustainability/Green Care' for their success in making the provision of 100% renewable electricity and Energy monitoring a reality.
- 9.3 *RCNi Awards* The Tower Hamlets Community Learning Disability Service Nursing team are through to the final round of the RCNi Awards 2020. They have been nominated for their results in transforming the lives of service users through an innovative weight management programme.

10.0 ELFT Staff High Participation Rate in Sexual Orientation Study

- 10.1 In 2019, The University of Leeds and the University of Huddersfield worked together to find out about the attitude of health professionals towards collecting empirical data on sexual orientation.
- 10.2 ELFT made a significant and large impact on the study, with wide participation from staff. Twelve health trusts were involved in the research project with ELFT making up the largest respondent.
- 10.3 The national picture shows that lesbian, gay and bisexual people suffer greater health disparities than heterosexuals. In order to better understand why these inequalities exist, the routine monitoring of sexual orientation in health and social care settings is needed. The findings showed that health professionals 'overestimate the amount of discomfort collecting this information would cause patients.'

11.0 Praise for ELFT in Kings Fund Report on Race and Inclusion

- 11.1 The King's Fund has published findings following its extensive research into these race and inclusion. The report identifies the Trust to be an organisation that is making good progress in addressing issues.
- 11.2 It cites ELFT's staff networks, one of which is the BAME network, which are long established forums where staff can identify and discuss barriers to inclusion and discrimination. It cites the work of the Freedom to Speak Up Guardian and the

work carried out by the People & Culture team, including 'the Respect & Dignity @Work campaign. It noted ELFT's efforts to embed a trustwide culture of empathy and understanding. Also, the way the Trust executives liaise with the Joint Staff Committee to extend and develop campaigns such as Through Someone Else's Eyes.

- 11.3 It cites the People & Culture team's work in carrying out 'deep dive' data analysis to identify where racial inequalities might be a barrier to advancement. The report notes other actions including increasing race diversity in the workforce.

12.0 World Suicide Prevention Day – 10 September

- 12.1 Dr Chloe Beale, the Trust's Suicide Prevention Lead hosted a half day webinar for staff and service users to come together to hear talks by specialist speakers including from people with lived experience.
- 12.2 The event was an opportunity to share good practice, hear about innovative approaches, and contribute to the development of the Trust's Suicide Prevention Strategy

13.0 South Asian Heritage Month

- 13.1 The Trust took part in the first South Asian Heritage month South Asian Heritage Month which ran from mid-July to mid-August, and was an opportunity to celebrate the wide and diverse cultures of South Asia.
- 13.2 For ELFT, it was a chance to consider the impact and contribution of colleagues with roots in South Asia or are part of the global South Asian Diaspora. Within ELFT, over 1300 staff identify themselves as having family connections in South Asia or the wider South Asian Diaspora.

14.0 A Personal Thank You

- 14.1 The end of this month marks my departure as ELFT Chief Executive and the start of a new role as Chief Executive of Health Education England.
- 14.2 I have been Chief Executive for four years and spent almost 15 years as a Consultant Psychiatrist in Child and Adolescent Mental Health Services in Newham. Being part of the ELFT family has been one of the most wonderful things in my life.
- 14.3 ELFT is an outstanding Trust because of the combined efforts from everyone to provide care built around the needs of the individual. Thank you for everything you have achieved and everything I am certain you will continue to achieve in the future.

15.0 Action

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