

REPORT TO THE TRUST BOARD: PUBLIC
3 December 2020

Title	Chief Executive Officer's Report
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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 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

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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. Our Gold Major Incident management team meets three times a week now to monitor and resolve operational issues.
- 2.2 *COVID Vaccine* – At the time of writing this report, the Trust is in discussions within the local systems and nationally on the delivery of the COVID vaccine. This is likely to come on stream in December but we await further details on how this will proceed in line with national priorities. We will be asked to support the vaccination process, both for our staff and patients.

Large vaccination centres for the general public will also be developed. ELFT will be asked to provide staff to support these. These are presently being established and we will keep you updated as these develop.

- 2.3 *Staff Testing* – At the time of writing this report, we have received our first Lateral Flow testing kits for staff use, and these have been distributed across the Trust. These enable staff to self-administer tests twice a week at home, providing an additional layer of protection against the spread of COVID.
- 2.4 *Face to Face Contacts* – As with the first lockdown, we are continuing to maintain services across the Trust. Whilst a lot of consultations continue to take place online, services are continuing with face to face contacts where these are indicated or provide a fuller understanding to enhance the individual's assessment and review.

3.0 Brexit Preparations

- 3.1 Brexit, our formal separation from the European Union, is to happen on 1 January 2020 when the transition period ends. Whilst negotiations over future relations with the EU are continuing, ELFT and all public sector organisations have been preparing for the potential impact on our services. We are working with our respective STPs in East London, and Bedfordshire, Milton Keynes and Luton as part of a broader system-wide approach.
- 3.2 Since August, we have been reviewing our Brexit contingency planning, and have received additional assurances in relation to supply chains, and processing of data. The Department of Health have also put in place safeguards and assurances to protect NHS supply chains across a range of goods and services.
- 3.3 We continue to work with our EU colleagues and service users to support them at this time, not least in the process of applying for Settled Status in the UK. The Government is shortly to provide an online database for staff to log-on and check the progress of their application.

4.0 CQC Visit to North East London

4.1 During October, the CQC carried out a system level visit to North East London as part of their review of the effectiveness of system level responses to COVID. As part of this review they interviewed some members of the ELFT leadership team. Feedback from the visit is expected in December of this year.

5.0 Leighton Road CQC Assessment

5.1 The CQC visited Leighton Road Surgery in Leighton Buzzard in September 2020. The CQC moved their rating up from Inadequate to an overall rating: Requires Improvement. In their July 2019 inspection, the practice was rated inadequate overall and placed into special measures.

5.2 In their feedback, they said they had rated the practice as Requires Improvement because:

- Clinical systems had improved, and patients were receiving the appropriate care and reviews.
- Pathology results were managed effectively and records we looked at showed appropriate action was being taken.
- Medicines that required additional monitoring were appropriately managed and blood tests were being completed as necessary.
- The practice had not met the Public Health England target for completing cervical screening and levels of screening completed had declined since 2019.
- The number of mental health care plans completed by the practice was below local and national averages and declined since 2019.
- National GP Patient survey results remained below local and national averages and some indicators had further declined since the 2019 results.
- Patient feedback had improved regarding access to the practice however, some patients still reported difficulty accessing the practice via the telephone. They noted the practice had increased clinical capacity since the July 2019 inspection and had clear action plans to improve access.
- The practice had completed relevant business plans with associated action plans and had a clear vision of how to improve the service.

6.0 Joint Work on Mental Health across North East London

6.1 ELFT has been working with colleagues at North East London Foundation Trust (NELFT) on joint approaches to inpatient capacity, support to A&E departments, design of community transformation, digital development and CAMHS development and delivery as part of the work between the two organisations to strengthen and develop mental health services across North East London. A programme of joint workshops has been established to support this work across the sector.

7.0 CAMHS Collaborative

7.1 The CAMHS collaborative partnership between ELFT and Barnet, Enfield & Haringey Mental Health NHS Trust (BEH), North East London NHS Foundation

Trust (NELFT), The Tavistock & Portman NHS Trust and The Whittington Health NHS Trust launched on 1 October. This is one of ten such collaborative nationwide, and is tasked to design and deliver inpatient CAMHs services and to improve pathways of care for the local populations each one serves.

- 7.2 This model brings together the trusts in partnership with service users to deliver care for people closer to their home, invest in local community services and drive improvements in patient outcomes and experience.

8.0 Staff Survey 2020

- 8.1 The Trust is encouraging all eligible staff to complete the staff survey. The survey is being administered by the Picker Institute on behalf of the Trust. The Staff Survey is a national survey run yearly across the NHS. All responses are anonymised to allow staff to express their views freely. This year, the survey contains some questions relating to the experience of staff during the coronavirus pandemic.
- 8.2 All staff have been sent a message from the Director of People and Culture and an electronic Staff Survey brochure with an overview of all the initiatives and actions to address the feedback staff provided in last year's survey. Promotion of the survey has included short films from the Director of People and Culture, the Interim Chief Executive, and the Staff Side Chair.

9.0 Flu Campaign 2020

- 9.1 All staff are being offered a flu vaccination at various sites across the Trust. The campaign theme is 'Don't Let Flu Creep Up on You,' to draw the attention of staff to the risk of flu while they are focused on the COVID pandemic. There has also been increased focus on the flu vaccination process this year, as a result of the imminent COVID vaccination process and the need to leave a period of time between the two. At the time of writing, approximately 60% of clinical staff had received a flu vaccine.
- 9.2 Inpatients are being offered the vaccination whilst admitted to our wards.
- 9.3 Our Primary Care services are providing flu vaccination to vulnerable people who are patients of their practices. On the weekend of 10-11 October, more than 800 people were vaccinated at Leighton Road Surgery when they held their first ever first drive-through flu clinic.

10.0 Anchor Institute: ELFT Headlines at NHS Careers Event

- 10.1 ELFT was at the forefront of hosting London's first virtual NHS careers event on 10 November. 2,000 Londoners registered and the NHS confederation and the London Mayor's office Tweeted about it.
- 10.2 ELFT staff member Irfaan Ibne held a webinar for 600 people on how to navigate NHS selection processes and secure a job. He shared his own personal success story of being an entry level ward administrator working his way through to senior leader as Head of Resourcing at ELFT. His manager said *"I can't do justice to the amount of positive feedback he has received – a true inspiration leading on our anchor work to give London jobs to London people."*

11.0 Award Nominations

11.1 *Parliamentary Awards 2020*

Three ELFT services have been nominated by their constituency MPs for the NHS Parliamentary Awards shortlist for 2020. The NHS Parliamentary Awards is an annual event held to celebrate NHS staff across all sectors and services 'that go above and beyond the call of duty to make the NHS a better service.'

> **Bedfordshire Community Services** won a nomination for their work to create Integrated Discharge Hubs at two hospitals in Luton and Bedford, in the Care & Compassion category. They were nominated by Rachel Hopkins MP for Luton South.

> **The Forensics Service** is a finalist for the category of Excellence in Mental Health Care. The team has been nominated for their work to improve Carers' Experience as a Quality Improvement Project. They were aware of the obstacles for carers not being able to see their loved ones so ensured that alternative channels of communication were available, and set up online forums which well received by carers. They were nominated by Meg Hillier MP for Hackney South and Shoreditch.

> **Newham Talking Therapies**, part of the Trust's Improving Access to Psychological Therapies service was nominated by constituency MP for West Ham, Lyn Brown in the Excellence in Mental Health Care category. The team were determined to ensure that the service they provide for residents would still be available despite the necessary measures imposed under lockdown. This meant rapidly embracing digital technology but in a way that service users themselves were fully involved in the service redesign.

11.2 *Health Service Journal Awards 2020*

The Newham Integrated Discharge Hub has been shortlisted in the Health and Local Government Partnership Award category. The discharge hub consists of staff from ELFT, the London Borough of Newham, Barts Health NHS Trust and Age UK.

The Trust's People and Culture team is through to the finals for the HSJ Awards for the NHS Workplace Race Equality Award for their entry, 'Compassion & Equality in Work Relations.'

11.3 *The Engage Awards*

The People and Culture Team are also being celebrated in two categories in the The Engage Awards 2020. The first nomination is for the 'Best Employee Support Strategy During a Crisis' category. The second nomination is for the Best Employee Wellbeing Strategy category.

11.4 *National Employee Benefits Awards*

The People and Culture team have been nominated in the category for Best Diversity & Inclusion Strategy.

11.5 *Cavell Star*

The Bedfordshire Palliative Care Team have been awarded a Cavell Star. Cavell Star Awards are a national initiative by the Cavell Nurses' Trust to celebrate exceptional work of nurses, midwives, nursing associates and health care assistants (HCAs) do every day in the UK.

Bedfordshire Community Matron Sarah Stringer has been awarded a Cavell Star for her work developing an app for Carers on the prevention, detection and treatment of pressure ulcers.

11.6 *Level 1 Finance Accreditation*

ELFT's Finance Directorate have gained a Level 1 accreditation from the highly regarded Future Focused Finance (FFF) Network. The Future-Focused Finance Towards Excellence accreditation process allows NHS England's Finance Leadership Council to give due recognition to organisations that have the very best finance skills development culture and practices in place. It is a national programme designed to engage everyone in improving NHS Finance to support the delivery of quality services for patients. ELFT is one of only ten London trusts that have won accreditation from the FFF so far.

12.0 **Director Appointments**

- 12.1 Four senior positions within the Trust have been filled by faces familiar to many colleagues.
- 12.2 Day Njovana has been appointed as Interim Borough Director for Tower Hamlets. Day has been appointed from his role as Head of Nursing and Associate Clinical Director for Safety and Security in Forensic Services.
- 12.3 Bailey Mitchell has been appointed as Interim Borough Director for Newham. Bailey moves from his position as Deputy Borough Director in the Newham Adult Mental Health Directorate.
- 12.4 Ruth Cooper has been appointed as Trust-wide Operational and Strategic Lead for Learning Disability. Ruth has been appointed from her position as Strategic Lead for Learning Disability (LD) and Autism. Her new role aims to bring the four LD services together to develop a portfolio of projects intended to meet both national guidance and the Trust Strategy by working within and alongside DMTs.
- 12.5 Gill Williams has been appointed to the new role of Director for Social Work. The two Borough Director roles became available following her appointment. The new director's responsibilities include providing professional leadership to social workers in the Trust in all settings, ensuring their professional development needs are met and that their role is clearly defined and valued alongside other professionals in the Multi-Disciplinary Team (MDT) structure.
- 12.6 Additionally, Dr Mohit Venkataram, Director of Commercial Development, is one of only twenty people chosen nationwide to join a training programme for high performing leaders across the public sector. The National Leadership Centre Accelerate Programme is aimed at Directors from the Civil Service, the Military, the Universities and Health. Specifically tailored for Black, Asian and minority

ethnic leaders within public service organisations, participants will gain the experience necessary to manage ever-evolving systems facing multiple future challenges. The year-long programme starts in December.

- 12.7 Congratulations to all these Directors who have already contributed greatly to ELFT's development and who will bring new perspectives and insights in their new roles.

13.0 London United: NHS North East Cluster Football Foundation Partners With CAMHS

- 13.1 Football clubs under the umbrella of London United have come together to play their part in tackling key issues to improve the lives of young Londoners.
- 13.2 West Ham United, Arsenal and Leyton Orient have partnered with the Apex Foundation and the Royal Free Charity to create a new mental health scheme called Advantage. It launched on World Mental Health Day – 10 October 2020.
- 13.3 With increasing evidence that mental health problems are one of the main consequences of the ongoing pandemic, the three clubs are working with specialists across the local health trusts and have developed a network of designated support for young people, through their local football club – building self-esteem, a sense of connection and an opportunity to get back on track to achieve and aspire for the future.
- 13.4 There are a range of aims of the scheme, including: offering emotional support focusing on education, employment and physical activity, assisting the transition from lockdown to a 'new normal' and facing the world of uncertainty, as well as establishing a key rapport with a designated support coach based on trust.

14.0 ELFT Testing Pioneering Quit Smoking Model

- 14.1 The Trust has been chosen by NHS England as one of two early implementers for 'treating tobacco as an addiction', which is designed to provide a more connected support package to help service users quit.
- 14.2 The Ottawa model has been tested with other patient groups in Canada and in Manchester but this pilot is the first use in mental health services.
- 14.3 Smoking remains the single largest cause of the estimated 10-20 year reduced life expectancy for people with mental health conditions. The aim of the pilot is to increase the support for mental health inpatients to quit and will be piloted at the Trust's inpatient settings in Newham, Tower Hamlets and Hackney.
- 14.4 Anyone admitted to the inpatient services will be asked if they smoke. If they do, a coordinated support programme will be started including behavioural therapy and help from the pharmacy team in reducing and removing nicotine reliance.
- 14.5 The model ensures support continues after discharge by connecting the individual with community smoking cessation services, neighbourhood pharmacies with smoking cessation-trained staff and also GPs in some cases. Work across the ELFT sites will be in collaboration with service users and Quality Improvement (QI) tools will be used to record and share any learning.

15.0 ELFT & Network Rail Join Forces for Mental Health

- 15.1 An ELFT mental health nurse, Rachel Luby, has joined with Greater Anglia train services in a pioneering new role as roving mental health nurse. A joint initiative between the Trust and Network Rail will see Rachel offering mental health support to rail users who are vulnerable or in extreme distress, promote access to services as well as inform travellers on the preventative care measures they can take to protect their own and others' mental health.
- 15.2 Primarily based at stations across east London, her role can take her to any railway station across the whole of the Greater Anglia network.
- 15.3 In 2018/19 there were 271 suicides on the national rail network and underground combined.

16.0 Pressure Ulcer App Launched for Carers Nationwide

- 16.1 Carers across the country are now able to access a tool designed by an ELFT community matron to help identify and treat pressure ulcers.
- 16.2 Sarah Stringer, who is part of Bedfordshire Community Health Services (BCHS) team, created a new app to provide a clear, simple educational tool that can be referenced and understood by carers.
- 16.3 Her visual guide is also available on the national NHS Improvement Stop the Pressure website. Printed and digital versions use a traffic light theme to illustrate different stages of pressure sores.
- 16.4 The focus for Sarah's project has been providing help and support for carers and care home professionals, who support people with the highest risk of developing pressure ulcers. Pressure ulcers cost the NHS more than £2bn a year and the condition is preventable.

17.0 Action

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