

**REPORT TO THE TRUST BOARD in PUBLIC**  
**20 May 2021**

<b>Title</b>	Chief Executive Officer's Report
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<b>Accountable Executive Director</b>	Paul Calaminus, 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 also provides a brief update on national/regional issues.

**Strategic priorities this paper supports**

Improved patient experience	<input checked="" type="checkbox"/>	The information in this report supports the four strategic objectives of improving patient experience, improving population health outcomes, improving staff experience and improving value. Information presented describes how we are understanding, assuring against and improving aspects related to these four objectives across the Trust and within the local and national systems.
Improved population health outcomes	<input checked="" type="checkbox"/>	
Improved staff experience	<input checked="" type="checkbox"/>	
Improved value	<input checked="" type="checkbox"/>	

**Committees/meetings where this item has been considered**

N/A	N/A
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**Implications**

Equality Analysis	This report has no direct impact on equalities.
Risk and Assurance	This report provides an update of significant developments, 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**

N/A
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**Glossary**

CQC	Care Quality Commission		
CCG	Clinical Commissioning Group	ICS	Integrated Care System
BLMK	Bedfordshire, Luton & Milton Keynes	LAS	London Ambulance Service
NEL	North East London	PCN	Primary Care Network
CAMHS	Children & Adolescent Mental Health Service	THET	Tropical Health and Education Trust
PCR	Polymerase Chain Reaction	SCYPS	Specialist Children and Young People's Services
ARRS	Additional Roles Reimbursement Scheme	DfE	Department for Education
GHP	Global Health Partnership	HSJ	Health Service Journal
SEND	Special Educational Needs and Disabilities	LBN	London Borough of Newham

## 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 At the time of writing this, 284 Trust patients have sadly passed away, and the Trust has also sadly lost five members of staff to coronavirus. We continue to have small numbers of COVID positive service users admitted to hospital. We have continued to request that staff in roles that can be undertaken remotely, continue to work in this way for the moment. We have continued to maintain frontline services with a reduced workforce due to the need for staff to shield or self-quarantine if they have symptoms, or someone in the household has symptoms or a positive test result.

- 2.2 *Surge Testing in Tower Hamlets:* At the time of writing, a small number of cases of a variant of concern have emerged in three areas in Tower Hamlets. Mile End Hospital is within this area so staff and service users are part of surge testing to locate cases and reduce transmission. Information has been communicated to staff working in the borough, inpatients services and staff who reside in Tower Hamlets about steps to take. The Tower Hamlets Council website has a postcode checker for the public to see if any action is required by them.

- 2.3 *Future Planning:* A number of planning groups are in place to consider areas such as the Future of Work, Inequalities, and Vaccines and Testing. A road map has been developed setting out a measured way for people to return to the workplace. It sets out guiding principles as each area will have different needs. The roadmap will be supported by webinars for managers to understand their responsibilities, determine service requirements and raise questions.

The roadmap includes practical considerations such as ensuring workspaces that have not been fully operational are prepared to cope with increased numbers of staff; ensuring cleaning processes/materials are in place; that start times are staggered to avoid peak travel where possible; that staff risk assessments and workplace risk assessments are carried out; and that staff and managers negotiate office days/remote working days to reduce the risk of over-crowding in the workplace.

- 2.4 *Mental Health Inpatient Services:* There have been considerable pressures on mental health inpatient services, and we have worked with partners in both East London and Bedfordshire to make the best use of local provision to accommodate anyone needing admission. There have been particular pressures on CAMHS inpatient services, and there have continued to be instances of young people aged under 18 being admitted to adult psychiatric wards, with specific safeguarding arrangements put in place.

- 2.5 *Mental Health Crisis Lines:* The Trust's mental health crisis lines for three east London boroughs operate as 24-hour 0800 freephone numbers for anyone living or working in Newham, Tower Hamlets and City & Hackney. The crisis lines have been well publicised and are highly used to support someone quickly in a crisis to arrange assessment or admission if needed. 24-hour mental health crisis support in Bedfordshire and Luton remains accessed by phoning NHS 111. All crisis lines have noted an increase in contact.

- 2.6 *Community Health Services:* Community health services are also experiencing a busy period, supporting people experiencing post COVID symptoms in the community. Work is ongoing to address waiting times, albeit that these have been minimised as far as possible due to the fact that core services continued to function throughout the first

and second waves of the pandemic. The Directorate is finalising the Integrated Discharge Hubs models for both Bedfordshire, Luton & Milton Keynes (BLMK) and North East London (NEL).

2.7 *Westfield Stratford COVID Vaccination Centre:* The publicity around the side effects of the Astra Zeneca vaccine has affected appointment slots at our Westfield Stratford Vaccination Centre. Plans are in place to change to the Pfizer vaccine as the lower ages cohorts become eligible. (The Astra Zeneca vaccine is currently not recommended for people aged under 40.)

2.8 *Staff COVID Vaccination Programme:* 87% of our staff have now been vaccinated, with many now being called for the second dose of vaccine, in line with our aim to have 90% of staff vaccinated by June. Some staff have not yet had the vaccine for a range of reasons including some who have had a positive PCR test within the last 28 days, have had coronavirus symptoms or who may have been told by their doctor they cannot have the vaccine for health reasons.

We continue to pursue strategies to encourage staff to have the vaccine. The Trust has provided key information in twice weekly updates and communications to ensure staff can access webinars, data, reports and submit their questions to a panel of ELFT experts. We continue to feature 'Staff COVID Vaccine' stories so that staff can hear from others what made them opt to have the COVID vaccine – an intervention that has had a positive impact on the uptake of the vaccine.

We have also distributed 'I've had my COVID jab' badges to be conversation starters. These have proved very popular. It enables staff and service users to know who has had a vaccine to be able to talk through any reservations they have. We have also provided an 'I've had my jab' graphic to go with email signatures and a backdrop screen for online meeting to reiterate the message.

2.9 *Staff Testing:* All patient-facing staff have been issued with COVID self-testing kits (Lateral Flow Test). This includes permanent staff, bank and agency staff, students, and domestic staff. This has now been extended to all staff who are working from an ELFT site all or part of the week.

2.10 *LAMP Testing:* The Trust is part of a pilot trialling a less invasive self-testing that has greater reliability. Approximately 300 staff in Community Health Services in Newham and Tower Hamlets are involved. Staff who go into care homes to deliver care have been particularly encouraged to be part of the pilot to reduce the risk of transmission in residential settings.

2.11 *Lead Employer for NEL COVID Vaccination Centres:* As the Lead Employer for COVID Vaccination Centres in NE London, we continue with activities to recruit and train staff to work in vaccination sites across North East London. The vaccination programme will provide new jobs, training and opportunities, and will hopefully be a gateway for many to an NHS career.

2.12 *Supporting Quarantined Passengers in Newham Hotel:* Newham Talking Therapies service continue to support passengers in quarantine hotels in the borough. London City Airport is one of the designated airports receiving flights from one of the 'red list' countries for UK nationals returning to the country.

2.13 *National Day of Reflection 22 March 2021:* The Trust held an online event to mark the national Day of Reflection that was attended by over 400 staff. The event paused at midday to mark the national one-minute silence. From the comments posted by staff, the event was valued and a much-needed opportunity to express sadness, upset and regard for peers.

- 2.14 *Online Thank You and Acknowledgement Event for Staff:* An online thank you event for staff is planned for June. This will be an opportunity to thank and pay tribute to staff who have done all that was asked of them and more. It will also be a space to acknowledge staff who died during the pandemic, and staff who lost loved ones. We hope to host our annual awards event later in the year at a venue.
- 2.15 *Appraisals:* We are encouraging managers to set dates to meet with staff to undertake their appraisal. This year more than most has been a time of great change – for individual staff members and for services. The Appraisal process is a time to check-in on these changes, recalibrate, reset and look at the needs of the individuals and the service going forward.
- 2.16 *Concern About COVID-19 Pandemic in India and other countries:* Although coronavirus rates have reduced considerably here in the UK, reports from India, Brazil and other countries are concerning. We are aware that staff and service users are extremely worried about family and friends in India in the light of the worsening crisis there. In our internal communications, we have acknowledged this distress about the plight of family members. We have advised they seek immediate support and care from managers and peers, and reminded them of the confidential Staff Support hubs available.

### **3.0 Crisis Plan Record Sharing Initiative with Ambulance Service**

- 3.1 An exciting and innovative project was launched in early April in collaboration with NHS Digital, Servelec (RiO supplier) and ELFT. The London Ambulance Service (LAS) can now view a mental health crisis plan as part of a patient's critical care in the case of an emergency. ELFT are currently only one of eight mental health Trusts in England where a crisis plan can be accessed by the Ambulance Service. Initial feedback has proved positive, and in the first weekend of operation, crisis plans were accessed 39 times by LAS resulting in service users being directed to the appropriate care facilities at an early stage. If feedback continues to be positive, it is expected that this arrangement will be rolled out in Bedfordshire and Luton at the end of May in collaboration with East of England Ambulance Service.

### **4.0 Mental Health Act – White Paper Consultation**

- 4.1 The Government has prepared a White Paper in response to the Mental Health Act review carried out by Professor Sir Simon Wesley.
- 4.2 The white paper outlined new guiding principles of the Act:
- ▶ Choice and autonomy
  - ▶ Least restrictive
  - ▶ Therapeutic benefit
  - ▶ The person as an individual
- 4.3 ELFT has contributed to the consultation process which has now ended, supporting these principles and the importance of working with service users to provide supportive and person centred care. We await the publication of the relevant Bill paper later this year.

### **5.0 Doctor's Wellbeing Plan**

- 5.1 Dr Bessie Venables, Consultant Psychiatrist in Tower Hamlets has taken up the role of Trust lead for doctor's wellbeing. Dr Venables will be working with the Chief Medical Officer to develop a five-year plan to address the wellbeing needs of our medical staff.

## **6.0 Publication of ELFT Primary Care Prospectus**

- 6.1 ELFT has published and issued its first Primary Care Prospectus to Primary Care Network (PCN) partners outlining what ELFT can offer practices under the 'Additional Roles Reimbursement Scheme'.
- 6.2 The Additional Roles Reimbursement Scheme (ARRS) enables PCNs to access funding to support recruitment across five reimbursable roles such as clinical pharmacists, physician associates, physiotherapists, paramedics, nursing associates, occupational therapists, mental health practitioners, health and wellbeing coaches.
- 6.3 The intention of the scheme is to grow additional capacity through new roles in primary care and by doing so, help to solve the workforce shortage in general practice. It does not aim to fill existing vacancies or subsidise the costs of employing people who are already working in primary care, whether funded by a practice, a Clinical Commissioning Group (CCG) or a local NHS provider.

## **7.0 Chat Bot Pilot to Commence**

- 7.1 The Digital team are introducing a new function to the ELFT website in May to help people to get answers to simple queries about their care. The services trialling it are:
- ▶ Child Development Service (SYCPS) – Newham
  - ▶ Specialist Psychotherapy Service (SPS) – City & Hackney
  - ▶ Primary Care Liaison Service (PCL) – City & Hackney
  - ▶ Dunstable CMHT (aka Beacon House CMHT) – Dunstable.
- 7.2 When clicking in the service page of the website, a 'chat' option will pop up similar to systems on retail website.
- 7.3 People will be able to carry out a number of actions such as confirming their appointment, cancelling or rescheduling it. The Chat Bot will be able to answer other questions such as local bus services, nearby parking, and accept requests for letters or reports.
- 7.4 The Chat Bot will not replace the option of calling the service. Staff will still be available at the end of the phone. But it provides another channel for people who prefer to make arrangements online, and avoid being in a call queue and needing to explain what they want when they could just as easily do it themselves online.

## **8.0 Care Quality Commission (CQC) Preparation**

- 8.1 The CQC have published their current inspection regime, and the Trust is expecting a review of services by the CQC in the coming months.
- 8.2 Staff are being asked to review all processes and information to ensure that these are up to date, and tested to ensure guidance is followed appropriately and documented.

## **9.0 Merger of Borough-based Clinical Commissioning Groups**

- 9.1 On 1 April 2021, our local borough/county based Clinical Commissioning Groups merged to become single regional NHS Clinical Commissioning Groups (CCG) in line with NHS England's Long Term Plan.

- 9.2 NHS Barking and Dagenham CCG, NHS City and Hackney CCG, NHS Havering CCG, NHS Newham CCG, NHS Redbridge CCG, NHS Tower Hamlets CCG and NHS Waltham Forest CCG have transferred to the new NHS North East London CCG.
- 9.3 The respective Bedfordshire, Luton and Milton Keynes CCGs are now collectively known as Bedfordshire, Luton and Milton Keynes CCG.

## **10.0 ELFT's Global Health Partnership International COVID Support**

- 10.1 The Trust's Global Health Partnership team have been providing support to partner countries as they take on the local challenges of the spread of coronavirus.
- 10.2 International travel restrictions severely impacted ELFT direct support for partners during the pandemic. This was further exacerbated by some severe national lockdowns in partner countries and the consequences of limited resources combined with the effects of travel restrictions, curfews, food and job security issues. Development and research funding from the UK and most other countries has been delayed or diverted to focus on COVID-19.
- 10.3 The Global Health Partnership (GHP) team adapted (with permission) some timely and innovative training produced for local NHS staff and developed a series of country-specific COVID-19 training sessions for mental health services.
- 10.4 These sessions have been run in various settings for staff across Uganda and Somaliland, and a pilot undertaken for Bangladesh. Health Education England asked for further sessions to be offered to non-partner countries and this was done over a variety of settings in Ghana. The team were also asked to do a focused session for the mental health services in Mexico, which was subsequently extended to an additional 11 Latin American countries.
- 10.5 The team also supported Oxleas NHS Trust to develop a new Global Health Partnership with Kenya. Separately, the ELFT GHP also partnered with Technion University in Haifa and Egerton University in Kenya for a research proposal to mitigate the mental health effects of COVID-19 in Kenya.
- 10.6 The GHP have made a number of applications for UK PHS funding to further develop existing partnerships with Uganda and Bangladesh but also new programmes with Vietnam, Lesotho and Ghana. They have been successful in a major long-term joint venture with the Tropical Health and Education Trust (THET) to be funded by UK Aid Direct and to support the refugees in the West Nile region of Uganda (the largest refugee community in Africa and 3rd largest in the world).
- 10.7 On 30 April, the Foreign, Commonwealth and Development Office announced all planned and even successful grants have been cancelled. The ELFT GHP team are urgently reviewing projects with all existing and new partners to explore options and try to keep projects developing as best we can. They will also be working closely with THET and Health Education England and other NHS GHP colleagues to seek a government rethink on the ODA cuts and to explore other avenues for support.

## **11.0 NHS Planning**

- 11.1 The Trust has been involved in the next stage of 2021/22 NHS planning in London and Bedfordshire. Due to the impact of COVID there are two planning processes in the current year and the process is running some three months behind the normal timescales. The current process covers the first six months of the financial year,

with the exception of mental health investment standard planning, for which a whole year plan is being set out. Planning is being carried out at an ICS level.

- 11.2 The 2021/22 priorities and operational planning guidance sets the priorities for the year ahead, against a backdrop of the challenge to restore services, meet new care demands, address inequalities and reduce the care backlogs that are a direct consequence of the pandemic.
- 11.3 The first draft of the plans for the Bedfordshire, Luton, and Milton Keynes ICS and North East London ICSs were submitted at the beginning of May. The final plan submissions are due on 3 June, including fully triangulated finance and activity plans across the ICSs.
- 11.3 As part of the planning process, the Trust has been hosting Annual Plan meetings to consult with others about our local priorities.
- 11.4 Additionally, we plan to revisit the Trust's strategy over the summer and consult widely with partners, people who use our services and staff in defining this.

## **12.0 New Appointments**

- 12.1 Consultant Psychiatrist Dr Waleed Fawsi has been appointed Clinical Lead for Older Adult Mental Health in the Trust
- 12.2 Bailey Mitchell has been appointed Borough Director for Mental Health Services in Newham.

## **13.0 London Borough of Newham Preparing for Ofsted Inspection**

- 13.1 The London Borough of Newham (LBN) are preparing for an Ofsted inspection of the arrangements for (SEND) Special Educational Needs and Disabilities. ELFT representatives and NEL CCG met with LBN colleagues and Department for Education (DfE) colleagues to plan for the inspection, and to set out a shared approach to challenges and investment priorities required to support Children and Young People in Newham. Part of this will be additional funding to provide Autism assessment in SCYPS (Specialist Children and Young People's Services).

## **14.0 Awards**

- 14.1 Trust and partnership projects have been shortlisted nine times in the prestigious national HSJ Value Awards 2021. The awards celebrate the projects and teams driving operational, financial, and clinical improvements across the health system. Award organisers HSJ describe these innovations and new ways of working as fundamental to the continued fight against Covid-19 and full service restoration. The shortlisted projects reflect ELFT's partnership working across the health system. The HSJ Value Awards 2021 ceremony will take place in June 2021 in Manchester. Shortlisted ELFT and partnership projects:
  - 14.2 **Digital Clinical Transformation Award**  
Project: 'A Digital Recovery Platform for Severe Mental Illness'  
Partners: ELFT, City and Hackney CCG, The Advocacy Project and Core Sport
  - 14.3 **Diabetes Care Initiative of the Year**  
Project: 'Newham Diabetes Transformation Programme – supporting young people (16-25 years) with Type 1 Diabetes'  
Partners: ELFT, NHS Tower Hamlets, Waltham Forest and Newham CCGs & Barts Health Trust, general practice in Newham

- 14.4 **HSJ Value Pilot Project of the Year**  
Project: 'Darzi Seeds of Change Project for the people by the people'  
Partners: Tower Hamlets CCG (EQUIP & Patient and Public Engagement Team), The Barkantine Practice, Tower Hamlets ELFT Recovery College, Well Communities University of East London, NHS England Always Events, Tower Hamlets CVS, Tower Hamlets Council (Public Health), Mind in Tower Hamlets and Newham, Tower Hamlets Health Watch, Darzi Fellowship Programme London South Bank University
- 14.5 **IT & Digital Innovation Award**  
Project: 'A Digital Recovery Platform for Severe Mental Illness'  
Partners: ELFT, City and Hackney CCG, The Advocacy Project, Core Sport
- 14.6 **Mental Health Service Redesign Initiative**  
Project: 'A Digital Recovery Pathway for Severe Mental Illness'  
Partners: ELFT, City and Hackney CCG, The Advocacy Project, Core Sport  
Project: 'Newham Perinatal Mental Health Team Intensive Care Pathway'
- 14.7 **Paediatric Care Initiative of the Year**  
Project: 'Tower Hamlets Together - Born Well, Growing Well Asthma and Wheeze Project'  
Partners: ELFT, LB Tower Hamlets, Tower Hamlets CCG, Barts Health Trust, Tower Hamlets GP Care Group, Community Voluntary Sector
- 14.8 **Primary Care of Community Service Redesign Initiative**  
Project: 'A Digital Recovery Pathway for Severe Mental Illness'  
Partners: ELFT, City and Hackney CCG, the Advocacy Project, Core Sport
- 14.9 **System of Commissioner Led Service Redesign**  
Project: 'Tower Hamlets Together – Delivering Better Health Through Partnership'  
Partners: ELFT, LB Tower Hamlets, Tower Hamlets CCG, Barts Health Trust, Tower Hamlets GP Care Group, Community Voluntary Sector
- 15.0 **Action**
- 15.1 The Board is asked to **RECEIVE** and **NOTE** this report.