

REPORT TO THE TRUST BOARD- PUBLIC
27 April 2017

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 for the month. 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)

Improving service user satisfaction	<input checked="" type="checkbox"/>	Update on projects that improve service user experience
Improving staff satisfaction	<input checked="" type="checkbox"/>	Update on leadership work within the Trust.
Maintaining financial viability	<input type="checkbox"/>	

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.
Quality	This report provides a brief update on the work taking place across the Trust to support the delivery of the Quality Improvement Strategy.

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

Chief Executive's Report April 2017

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 2017 Annual Quality Improvement Conferences

- 2.1 The Trust held two Quality Improvement Conferences in March for staff and external partners, on 7 March (Bedfordshire) and 31 March (London). The events were attended by over 450 people including staff, service users and delegates from external organisations interested to find out more about ELFT's approach to QI.
- 2.2 Pedro Delgado, Head of Europe and Latin America Regions for the Institute for Healthcare Improvement (IHI), and Chris Ham, Chief Executive for King's Fund, were the keynote speakers who shared their experiences of QI at the event.
- 2.3 Among the highlights were the sessions run by service users involved in QI projects. This included a spoof play written by and acted by service users about approaches to service user involvement. The play got howls of laughter from the audience as the actors gently mocked crude approaches to service user involvement. The actors clearly relished the opportunity to have a bit of fun with professionals in the room!

3.0 Tower Hamlets Community Teams Join ELFT

- 3.1 270 community health staff in Tower Hamlets transferred to ELFT on Saturday 1 April as part of new contract arrangements for health services in the borough. Chief Executive Dr Navina Evans, Chair, Marie Gabriel, and Commercial Development and Performance Director, Mohit Venkataram, visited weekend workers to say a personal hello.
- 3.2 There were no immediate outward changes to the public and patients. All services continue in their current locations, and phone numbers and referral pathways remain as they were.
- 3.3 The transfer is part of a collaborative approach to health care in Tower Hamlets in an alliance partnership agreement between Tower Hamlets GP Care Group Community Interest Company (IC), Barts Health NHS Trust and ELFT, called Tower Hamlets Together. The partnership will enable local GPs to work much more closely with hospital and community trusts to offer more joined up health services in the borough and reduce duplication. The partnership is seen as a unique opportunity to transform community health services.
- 3.4 The new teams will be part of a strengthened community health presence in the Trust. It brings the opportunity to share knowledge and consider innovative approaches to support people and keep them out of hospital, or if unavoidable, to enable them to return home as soon as they are medically stable.

4.0 New Care Programme Approach (CPA) to Revolution Mental Health Care

- 4.1 The Trust launched new Care Programme Approach (CPA) documentation to ensure that patient records reflect the recovery model adopted by the organisation. The online templates have been developed with staff, service users and carers from Bedfordshire, Luton and London, and is the largest project the Trust has collectively done involving all corners of the Trust.
- 4.2 The CPA is the way that support and services are assessed, planned, co-ordinated and reviewed for someone with mental health problems or a range of related complex needs. It sets out the way that an individual will be supported and cared for. The guiding principles for a service user requiring CPA are those with complex characteristics whose needs are met from a number of services or who are most at risk and who need a higher level of engagement, co-ordination and support. 300 training sessions by project staff and service users is being rolled out to staff across the Trust.
- 4.3 The new CPA process uses Dialog+ developed by Professor Stefan Priebe to ensure that the views and goals of service users are absolutely central to the assessment and care planning process. Feedback from service users and staff involved has been highly positive.

5.0 Health Minister Congratulates the Trust

- 5.1 The Secretary of State for Health, Jeremy Hunt has congratulated the Trust on being the most improved trust for patients experiencing delayed transfer of care in England from November to January 2015 - 2016 to November to January 2016- 2017, moving from 1903 to 281 days of delay across the three months with 18 fewer patients being in a hospital bed every day. He said this was “*a remarkable achievement and a real example to others, demonstrating how to improve performance in a short space of time.*”
- 5.2 He also congratulated the Trust's recent NHS Staff survey result on being the Mental Health/Learning Disability Trust with best performance in the NHS Staff Survey Engagement Score across the whole of England during 2016.

6.0 Mental Health Triage Team Shortlisted for an Award

- 6.1 Bedfordshire's multi-agency Mental Health Street Triage project has been shortlisted in the Mental Health Category at the Patient Safety Awards. The project is also shortlisted for a Health Service Journal (HSJ) Value in Healthcare award. The winner will be announced in July.
- 6.2 Bedfordshire Mental Health Street Triage is a partnership between East London NHS Foundation Trust (ELFT), Bedfordshire Police, East of England Ambulance Trust, Bedfordshire Clinical Commissioning Group, Luton Clinical Commissioning Group and mental health charities Mind BLMK and the Samaritans. The team respond to mental health crisis calls 365 days a year. They cover the whole county, operating from 3pm – 1am, with bases at police headquarters in Kempston and at Luton Police Station.

7.0 Staff Survey Results

- 7.1 The 2017 NHS Staff Survey results were published in March with staff reporting high rates of job satisfaction and motivation, a high level of support from line managers and good communication with senior managers.
- 7.2 The results mean that ELFT has the highest staff engagement score for combined mental health and community trusts in the country at 3.96, well above the average which is 3.80.
- 7.3 When compared to similar Trusts, ELFT had the best scores for staff recommending the organisation as a good place to work or receive treatment, and staff satisfaction with the quality of work and care they are able to deliver. The Trust scored highly in the areas staff and manager engagement, with staff reporting good communication between senior management and staff, feeling recognised and valued by managers and the organisation.
- 7.4 Our results show some staff are experiencing discrimination and physical violence from patients or the public while at work. The Trust also received lower scores on staff working extra hours and staff believing that the Trust offers equal opportunities for career progression

8.0 Service Changes and Relocation

- 8.1 *Weller Wing* All services based at the Weller Wing have now been relocated to other sites in Bedfordshire. Keats Ward, a female-only ward, is now based at Townsend Court.
- 8.2 *Newham Acute Day Hospital* Following a consultation with service users of the Acute Day Hospital in Newham, the Trust has taken the decision to provide day care support differently. The Home Treatment team will expand and offer a range of group treatments including art therapy, talking treatment groups, and a rolling programme of education and advice sessions. The Trust has sought to include the key features service users said they valued. A hot meal and transport will be available to those patients who need it, and the service offices will be open at weekends offering a crisis drop-in, lunch, and a chance to spend time with other service users. Local MP the Rt Hon. Stephen Timms has been kept apprised of developments by the Trust Chair.
- 8.3 *Anita House* The North Hackney CMHT is to move to 2.5 miles from its base in Stoke Newington to Vivienne Cohen House in Homerton. News of the move attracted negative news report in the Hackney Gazette, stating the Trust had not consulted patients or GPs about the move. Local MP, Diane Abbott, also contacted the Trust to request information about the move. The Trust has sought to reassure all parties that the service will continue to support patients from its new location. The reason for moving was a £100,000 increase p.a in rent by the landlord of Anita House.
- 8.4 *Charter House* Charter House is set to become a clinical hub for Luton services. Converting the building for extensive clinical use will involve some teams moving to Charter House and the possible relocation of some staff to other locations.

8.5 Refurbishment work will take place once plans are confirmed and will include improving the air conditioning, changes to work spaces and maximising efficiency of clinical space. The enhancement works will take six months.

9.0 Breaking the Rules

9.1 The Trust has been running an internal campaign with staff called 'Breaking the Rules' asking staff to send in ideas to improve efficiency, discard obstacles and identify change that will improve care, save money and cut through red tape and bureaucracy. Staff have sent in over 100 ideas which they will be able to vote on to be the first to be taken forward.

10.0 Global Health Research

10.1 The National Institute for Health Research has awarded a grant of £2m for three years to Professor. Stefan Priebe for a 'Research Group on Global Mental Health Care'. It aims to develop resource oriented care (based on DIALOG+, family involvement, and peer/volunteer support) in three low and middle income countries, i.e. Bosnia-Herzegovina, Colombia, and Uganda. The group will be run in partnership by Queen Mary University of London and ELFT, and particularly utilise and build on ELFT's links with services in Uganda.

11.0 Action being requested

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