

REPORT TO THE TRUST BOARD: PUBLIC
3 OCTOBER 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 Proposed Expansion into Primary Care Services

- 2.1 ELFT is considering potential expansion into primary care services. We are looking at ways to deliver our strategy to improve population health and service user experience so supporting and developing primary care services would assist with this.
- 2.2 ELFT already provides primary care in three GP practices in East London that support homeless people with complex issues. This means we have gained insight into the field of primary care and are aware of the challenges faced by GPs in general practice.
- 2.3 If successful in bidding for contracts with GP surgeries, our support would vary depending on the help our GP partners ask for. This could include anything from supporting corporate services, finances and recruitment, to providing services in the practice. This will of course involve discussions with practice staff and the local commissioners, as well as consulting with patients of the practice.
- 2.4 Having a greater presence within primary care would benefit patients, carers, staff, services and the wider Trust, and would support our strategic objective to lead on the delivery of integrated care.

3.0 ePrescribing Rollout - Update

- 3.1 Our EPMA (Electronic Prescribing and Medicines Administration) Project or ePrescribing aims to implement an electronic solution that will remove paper from prescribing, administration, screening, and medicines reconciliation to all inpatient areas.
- 3.2 This is being gradually rolled out to all inpatients areas in the Trust. All acute inpatients and older people's services in East London are now live on the new system. Work is now underway to implement ePrescribing in Luton and Bedfordshire.
- 3.3 The system is safer as it reduces the risk of over-dosing, double-dosing or missed-medication. It will highlight contraindications or conflicts when more than one medication is prescribed. It enables recording of the reasons for not administering drug. Eg. When the service user is 'Nil by Mouth', asleep, or has declined medication.
- 3.4 So far, 342 nurses have been trained, along with 50 pharmacists and 20 staff from other professional groups.

Number of staff who have administered medication using EPMA	306
Number of staff who have prescribed medication using EPMA	54
Number of medication/drugs prescribed using EPMA	405
Number of service user contacts using EPMA	203,743

4.0 Brexit Update

- 4.1 The Trust continues to plan for the UK exit from the European Union on 31 October 2019 – either with a phased exit plan or a No-Deal exit. We are monitoring advice from NHS England and the Brexit Committee meets every month to review our contingency and business continuity plans.
- 4.2 We held our second Brexit Contingency Exercise on 10 September with a range of staff from across the Trust to discuss potential issues and consider impacts. This will help us to refine our overall plan.
- 4.3 We have undertaken to communicate monthly with staff to inform them of the steps we are taking. As well as addressing practical issues, we have been keen to address human issues of uncertainty and support EU colleagues and service users.
- 4.4 In an internal poll of EU staff, we have found that almost 50% of staff have not yet applied for settled status. We are urging them to do so and will be setting up one-to-one sessions with our Human Resources department to support individuals in doing so.
- 4.5 Sadly, we have had to advise EU staff of action to take in the event they are in receipt of negative or offensive behaviour and language from service users or colleagues. There have been some reported cases of this. We will involve the police in incidents of harassment or racial discrimination.
- 4.6 We are also urging staff to familiarise themselves with the Settled Status information page on the Government website (<https://www.gov.uk/settled-status-eu-citizens-families>) to be able to support service users to apply.
- 4.7 We have advised staff with responsibility for ordering items to stock up but not to stock pile so that we have adequate supplies as a buffer in the event of delays to deliveries. Levels of stock held centrally in the NHS Supply Chain (medical devices and clinical consumables) have been increased.
- 4.8 It is envisaged that deliveries will follow normal patterns, but some flexibility might be required in terms of delivery windows, including night-time or weekend deliveries. We have identified Trust sites which operate 24 hours a day that can receive goods. We can then arrange onward delivery.

5.0 CAMHS Trailblazer Project to Benefit Pupils

- 5.1 Greater numbers of pupils across City and Hackney, Bedfordshire, Luton and Milton Keynes will have access to NHS mental health support due to funding for a new programme. The respective Integrated Commissioning partnership boards, including the Clinical Commissioning Groups (CCG), mental health providers and education providers successfully bid for funding to be part of NHS England's School Trailblazer programme.
- 5.2 The project will see Mental Health Support Teams (MHSTs) working directly in schools and colleges in these areas by providing on-site access to early mental health support. They will help speed up access to specialist services and build

on support already in place from school counsellors, nurses, educational psychologists and the voluntary sector, so that more children and young people get the help and support they need.

- 5.3 The teams will act early to provide early intervention for mild to moderate mental health issues, such as exam stress, low mood or friendship difficulties as well as providing support to staff. They will make referrals easier for schools and reduce waiting times for young people, and also act as a link with local specialist children and young people's mental health services ensuring, if appropriate, that pupils can access more intensive support.
- 5.4 One in nine young people aged five to 15 had a diagnosable mental health condition in 2017 and teenagers with a mental health disorder are more than twice as likely to have a mental disorder in adulthood.
- 5.5 The Government is creating 124 new MHSTs in 48 areas across the country. Each designated team will support about 20 schools and colleges in their area.

6.0 ELFT First to Get Roald Dahl Charity Funded Nurse

- 6.1 ELFT is one of three NHS Trusts benefitting from Roald Dahl's Marvellous Children's Charity's decision to fund a Roald Dahl Specialist Transition Nurse post. Roald Dahl Nurses care for young people who have long-term, incurable conditions including epilepsy, acquired brain injury, rare diseases, sickle cell and thalassaemia.
- 6.2 Young people in Newham with Special Educational Needs and Disabilities and complex health needs are getting a boost to their care from the charity set up in memory of children's author Roald Dahl.
- 6.3 The new appointee will work directly with children and families across the borough to support them as they make their transition from child to adult health services. The highly specialist role being created in Newham is part of the charity's ongoing strategy to address the gap in quality transition care in the UK.
- 6.4 The charity has already funded four Roald Dahl Specialist Transition Nurse posts and plans to fund further Transition posts in 2020. The Transition posts add to the over 70 Roald Dahl Specialist Nurses who care for seriously ill children across the UK.

7.0 First ELFT Nursing Associates Graduate

- 7.1 The first cohort of ELFT Nursing Associates in London and in Bedfordshire graduated this summer. All have secured Band 4 roles within the Trust. One person who started off in a mental health setting has even converted to community health on graduating.
- 7.2 The Nursing Associate is a new role within nursing in England. It has been designed to help bridge the gap between health and care assistants and registered nurses. It is a stand-alone role that Nursing Associates can opt to remain in and is a foundation degree. But there is also the option of progression into graduate level nursing to become a qualified nurse.

- 7.3 It offers an opportunity to people who have been in health care assistant roles an alternative clear career path. The training takes two years. Trainees are paid while they study. There are classroom sessions but most of their learning takes place in the on clinical placement.
- 7.4 It is a registered role with the Nursing and Midwifery Council which required them to revalidate their qualification every three years the same as any other qualified nurse. They are able to undertake certain nursing procedures which unregistered nurses are not permitted to.
- 7.5 The other unique aspect to becoming a Nursing Associate is that the individual develops skills and expertise in physical health care AND mental health care so can offer good all round care to any patient whatever setting they work in.
- 7.6 The Nursing Associate training is provided in collaboration with City University, Barts Health NHS Trust and Homerton University Hospital Trust in London. And in partnership with the University of Bedfordshire All the organisations involved offer supervised placements to enable trainees to get a broad range of experience. Recruitment of trainees for the next cohort is underway as the Trust has committed to support 20 staff.

8.0 Trustwide Conference and Events

8.1 Powerful Stories at Sepsis Symposium

- 8.1.1 Powerful patient stories of sepsis – and best practice to tackle the deadly condition were shared at a conference for Bedfordshire health and social care professionals.
- 8.1.2 The collaborative Bedfordshire 2019 Sepsis Symposium was held in Bedford on 9 September 2019 and was organised by the Trust's Bedfordshire Community Health Services (BCHS) in partnership with Bedford Hospital NHS Trust.
- 8.1.3 More than 100 health and social care professionals attended for a day of sharing best practice, ideas and experience to drive continuous improvement in how the healthcare system addresses what is commonly known as 'blood infection'.

8.2 Luton Women's Mental Health Conference

- 8.2.1 A conference on women's mental health was held in Luton on 5 September to focus on developing a trauma-informed approach to women's mental health in Luton. It took place at the University of Bedfordshire, Luton, and was organised by the Trust in partnership with Luton All Women's Centre.
- 8.2.2 The event was aimed at healthcare professionals and third sector partners, and was supported by the Reimagining Luton initiative. The overall aim was for anyone working within the area of mental health to be better informed about what a trauma informed approach and service looks like, and to bring about better working together across different services in Luton. ELFT Consultant Clinical Psychologist Dr Patricia Huibers was one of the speakers on the day.

8.3 Global Partnership Event

- 8.3.1 ELFT held a Global Health Engagement event aimed at targeting and engaging staff interested in learning more about health partnership work, future plans and how to get involved in this type of work. It was also to highlight to benefits for organisations and individuals when involved and that this work was about sharing and learning from each other as equal partners.
- 8.3.2 The Trust is part of the Butabika-East London Link Partnership with Butabika Hospital in Uganda. ELFT provides support and training to healthcare professionals in Uganda who are looking after service users with mental, neurological and substance use disorders.
- 8.3.3 Dr Richard Mpango from Butabika Hospital, Kampala, spoke about the impact of the changes for clinicians and service users in Uganda, while ELFT's Dr Dave Baillie listed cross-cultural awareness as one of the important benefits for our Trust.
- 8.3.4 Retired Psychiatrist, Dr Alyson Hall, was closely involved with the design of a two year training programme of Advanced Diploma in Child and Adolescent Mental Health, with the first cohort graduating in 2015. The audience heard that the programme which has been accredited by Mbarara University of Science and Technology and created a shift in the culture of children being admitted to adult wards to creating a ward for children, where staff were trained to address their particular needs.
- 8.3.5 Projects have been implemented not only in Uganda, but also in Bangladesh, and there are current plans to start projects in Vietnam, Laos and Cambodia. The Quality Improvement Team shared their methodology to help build the success of such initiatives where they have been involved globally.
- 8.4.6 The Ben Simms, CEO of THET (Tropical Health and Education Trust) attended the event and praised ELFT for the commitment to learn and share on the global stage with the support of the Trust leadership team.

8.4 Suicide Prevention Day

- 8.4.1 ELFT joined in with international awareness-raising activities on 10 September by promoting a range of stories on social media, on the ELFT website and via internal communication channels. This included a blog by an OT working in a Trust homelessness service, free SAFE talk training in Tower Hamlets and information about crisis support across the whole Trust.
- 8.4.2 The aim of the day was to signpost people to help and support, and encourage the public to look out for people in distress or not quite themselves and start a conversation.
- 8.4.3 A delegation from ELFT will visit media outlets in Bedfordshire to talk about responsible reporting of suicide to coincide with World Mental Health Day.

**9.0 Annual General Meeting/Annual Members Meeting
9 October 2019 4.30pm-7.30pm (Food from 3.30pm-4.30pm)**

- 9.1 The Trust's Annual Members Meeting will take place on 9 October from 4.30pm-7.30pm at Hamilton House in Kings Cross/Euston. This year's theme is Partnership Working and will feature keynote speakers and workshops from people and organisations, including service users that work with ELFT to produce services that support people to recover and move on with their lives.
- 9.2 We are delighted to welcome Dr Neil Churchill, Director for Experience, Participation and Equalities at NHS England, and Samira Ben Omar, Assistant Director for Equalities, North West London Collaboration of Clinical Commissioning Groups, to talk about their work with the Grenfell Community and key learning for all organisations in listening to the community, co-production and collaborative working.
- 9.3 Partner organisations have been approached to showcase their work and talk to attendees about their contribution to improving the quality of life for individuals and families.
- 9.4 There will be brief presentation of ELFT's Annual Report, Quality Report, and its Financial Accounts, and the opportunity to pose questions to the ELFT Board.

10.0 Action

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