

**REPORT TO THE TRUST BOARD - PUBLIC**  
**26 March 2020**

<b>Title</b>	Chief Executive Officer's Report
<b>Author</b>	Dr Navina Evans, Chief Executive
<b>Accountable Executive Director</b>	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 ELFT Welcomes Bedfordshire Primary Care GP Practice**

- 2.1 The Trust has joined with the partners at Leighton Road Surgery in Leighton Buzzard, Bedfordshire, to work alongside staff, local authority and voluntary sector partners to deliver services at the surgery. The new contract started on 1 February 2020. The practice provides care to 20,000 children and adults in Leighton Buzzard.
- 2.2 The new partnership is supported by Bedfordshire Clinical Commissioning Group (CCG) which is responsible for the planning and commissioning of health care services for the county.
- 2.3 The contract marks an expansion of ELFT's primary care portfolio, which includes three GP practices in East London that support homeless people with complex issues. From 1 April, ELFT will also provide care from Cauldwell Medical Centre in Bedford. As part of the Trust commitment to delivering integrated care, requests for support from GP colleagues where we provide care will be considered.
- 2.4 These are hugely significant developments for the Trust operationally and strategically and represent an opportunity to further connect GP and primary care colleagues with community health, mental health and addictions services to deliver a genuinely joined-up care journey built around the needs of the individual.
- 2.5 The Trust strategy to deliver improved population health begins with our ability to support GP practices in providing joined-up care in partnership with community, mental health, and voluntary sector partners. The foundation for any primary care involvement has, and will remain, one of partnership and collaboration.

## **3.0 Coronavirus - ELFT Preparedness**

- 3.1 ELFT is working 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.
- 3.2 Community nursing services in Bedfordshire, Tower Hamlets and Newham have been trained to safely carry out tests for the coronavirus and provide information to individuals and the people they live with about self-isolation.
- 3.3 Daily updates are being issued to staff advising them to obtain a clear travel history from any patients admitted to any of our wards to be able to support them appropriately, and protect others. And advising action to take if returning from countries and regions more severely affected by coronavirus.
- 3.4 Posters have been issued to be printed and displayed at all sites in public areas, such as entrances, receptions, waiting room, toilets, etc. The key message to the staff and the public is around increasing handwashing especially after using

public transport, cash point buttons, door handles, stair rails, etc. and reinforcing the 'Catch It, Bin It, Kill It' campaign when people have a cold.

3.5 The ELFT website signposts people to contact NHS 111 for its online coronavirus service if they suspect they have the virus.

3.6 Information issued includes suggested action for staff to take if they witness abusive, unpleasant and disrespectful comments aimed at people from affected areas. In line with ELFT's values, staff have been asked to challenge any inappropriate remarks overheard and remind people that good hygiene especially handwashing, is key factor in containing the spread – which is everyone's responsibility.

#### **4.0 New Suicide Prevention Lead Appointed**

4.1 Dr Chloe Beale, Consultant Psychiatrist in City and Hackney, has been appointed as Trust Lead for Suicide Prevention. Dr Beale took up her new role providing one session a week on 1 March 2020.

4.2 ELFT held a Trustwide workshop last year on Suicide Prevention. It was here that the need was identified to have a lead for all the work that is taking place across the organisation on suicide prevention. The lead post will highlight and share good practice across the Trust and look at other interventions that are taking place in other areas.

#### **5.0 Trust Wins Prestigious Quality Mark of Assurance - CapitalNurse**

5.1 The Trust has been awarded the prestigious CapitalNurse Preceptorship Framework for London Quality Mark. All organisations that seek to gain the CapitalNurse Quality Mark of assurance have to undergo a rigorous assessment programme. ELFT succeeded in meeting 91% of the criteria requirements.

5.2 CapitalNurse is jointly sponsored by Health Education England, NHS England and NHS Improvement. It aims to ensure that nursing care across the city is of a consistently high standard, that nurses are supported throughout their career to make progress and to bring public awareness to the importance and value of nursing.

#### **6.0 New Psychology Career Pathway - Apprenticeships**

6.1 ELFT has been working closely with local Higher Education Institutions to develop a new Apprenticeship in Psychology to work with people with complex mental health problems. This will lead to the new role of Clinical Associate in Psychology and an MSc level degree.

6.2 ELFT will be recruiting to up to 20 apprentices who will join people from other London trusts on the programme which will start in the autumn. It is anticipated that these roles will be of interest to people who have a psychology degree and offers a new pathway to a career in psychology.

6.3 ELFT is one of the first NHS trusts in England to embark on these pioneering apprenticeships. There are 12 implementations sites in all. NHS trusts in

Sheffield and Cornwall are also establishing similar pathways where their focus will be on Personality Disorder and Children's Mental Health respectively.

- 6.4 Apprentices will be employed to work in ELFT mental health services, will receive regular supervision and training from qualified psychologists and will have one day a week to attend university. The apprenticeship will last for 18 months and learners will be paid while they are training.
- 6.5 The benefits of psychological approaches to health and wellbeing are increasingly in demand and so we need to train more professionals who are equipped to offer intensive support in a range of settings. Clinical Associates in Psychology (CAPs) will work in and with local communities and partners to help people to make the changes they want to make to get more out of life.
- 6.6 This approach is in-line with the aims of the NHS Long Term Plan and supports early intervention and prevention to get people to the right support at an early stage. It is a chance to influence and improve population health, as part of our mental health transformation programme.

## **7.0 Launch of Mental Health Crisis Cafes in Bedford and Luton**

- 7.1 The doors to two new Crisis Cafes in Bedford and Luton opened in February to provide support and a safe place for anyone experiencing a mental health crisis. The Crisis Café will offer free help and advice for anyone 18 or older with no need to call or book an appointment. Individuals can simply drop in to one of the cafes to receive support. The teams will also be able to refer and direct people to further services if required.
- 7.2 The cafes are managed by friendly coordinators, recovery workers, peer support workers (PSWs) and volunteers trained in supporting people to develop coping mechanisms and management techniques to help them to work through their crisis.
- 7.3 The Trust and Mind in Bedfordshire, Luton and Milton Keynes (BLMK) are working together to develop an enhanced crisis care service that provides an accessible, service user focused response for people experiencing a mental health crisis. People will also be able to refer themselves to the crisis team directly through NHS 111.
- 7.4 The Bedford Crisis café is based at Florence Ball House, Bedford Health Village, Kimbolton Road, Bedford and runs from 5.00pm to 11.00pm. Initially, it will be open from Thursday to Saturday progressing to a seven-day-a-week service.  
  
The Luton Crisis Café will be at Mind BLMK's site in Dumfries Street, Luton. It will be open from 5.00pm to 11.00pm on Wednesdays, Thursdays and Fridays before also progressing to a seven-day-a-week service.
- 7.5 The need for the cafes were identified as the preferred support option during a round of public focus groups held to shape a new 24-hour extended mental health crisis care across Bedfordshire and Luton. The Crisis Cafes will be a key element in the new-look structure by providing fast, personal help without the need for people to spend hours in A&E.

7.6 ELFT's Crisis Resolution/Home Treatment Teams across Bedfordshire and Luton have also increased their service hours and are due to start accepting self-referrals from the public.

## **8.0 Stonewall Top 100 Employers Scheme**

8.1 Out of 500 organisations that applied to be part of the Stonewall Top 100 Employers scheme, ELFT is ranked at 202. Last year the Trust was placed at 185, but this year 50 new organisations have joined the scheme.

8.2 64 health organisations are on the Stonewall index and ELFT is rated 24th in this list. <https://www.stonewall.org.uk/>

8.3 The Trust scored highly in the provision of a staff LGBT network, scoring 15 whilst in the rest of the health sector, the average score was 8.5

## **9.0 Staff Survey Results 2019**

9.1 The NHS Staff Survey takes place annually across the country and is a significant benchmarking tool for our Trust. This feedback is extremely important in helping shape the actions we will take in the future to create a work environment that is not only productive, but also rewarding for all our staff.

9.2 The 2019 Staff Survey was completed by 53% of our staff which is 2,846 respondents out of 5,546. The response rate improved by 5% compared to 2018 and is also 2% higher than average response rate for similar organisations.

9.3 The results highlight areas of progress and where we need to focus our efforts for improvements

9.4 A full report of the results of the Staff Survey is available in the People and Culture paper to be discussed later at the Trust Board Meeting

## **10.0 WRES Results**

10.1 NHS Trusts are required to publish their Workforce Race Equality Standards (WRES) annually. The standards (with 9 indicators) aim to ensure employees from black and minority ethnic (BME) backgrounds have equal access to career opportunities, and receive fair treatment in the workplace.

10.2 ELFT was in the high performing group on BME membership of the Board. The report highlights this important area for focus - that BME staff more likely to report experiencing bullying and harassment from colleagues, patients and the public.

10.3 The full WRES report is detailed in the People and Culture report to be discussed later at the Trust Board Meeting.

## **11.0 Staff Awards Ceremony and Party**

11.1 ELFT's Staff Awards Ceremony and Party took place on 4 February 2020 at the Barbican Centre attracting 500 staff and guests from partner organisations.

- 11.2 Over 200 nominations were received. This year's award categories were aligned to the Trust strategy. A number of the categories had two awards, one for London-based teams and one of staff based in Luton and Bedfordshire.
- 11.3 This was the last Staff Awards Ceremony for Marie Gabriel CBE as Chair of ELFT. She used the opportunity of the ceremony to talk about her time in the Trust and reflect on how far it has come. She made clear it wasn't her actual last Staff Awards event and that she would return as a partner with ELFT to the next one.

## **12.0 Launch of ELFT Promise**

- 12.1 The Awards ceremony provided an opportunity to launch the ELFT Promise in the company of a large staff group The #ELFTin1Voice choir led by choir lead, Leanne Sedin, reworked the words of the song 'See Me As I Am' to draw in some of the words of the ELFT Promise.
- 12.2 The ELFT Promise came about from a growing awareness that staff speak about doing things the 'ELFT way' or describe processes as 'the way we do things at ELFT. The ELFT Promise is a way to capture this and have a shared understanding of what this means as part of ELFT's identity.
- 12.3 After considerable discussion and debate at all levels in the organisation, a statement that brings together ELFT's mission, vision, values and strategy, and sums up the organisations overall approach - and is a statement that everyone in the Trust will be able to identify with.
- 12.4 The ELFT Promise is: We promise  
To work together creatively  
To learn what matters to everyone  
To achieve a better quality of life  
To continuously improve our services.
- 12.5 The ELFT Promise will be promoted via all communication channels including digital and print platforms.

## **12.0 Action**

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