

REPORT TO THE TRUST BOARD: PUBLIC
21 May 2020

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 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 Coronavirus – ELFT Response

- 2.1 ELFT along with all NHS trusts in the UK has been wholly focused on joining the national response to COVID-19. This has been a fast-changing landscape which has required managers and staff to adapt and adjust to ensure staff can do their jobs safely, and that we can safely support the vulnerable people in our care. There will be a fuller report in the Trust Board meeting.
- 2.2 The Prime Minister announced on 23 March that the UK would go into a state of lockdown to reduce the spread of coronavirus to enable the NHS to manage people who were severely ill. Following this, staff with underlying conditions were immediately advised to stay at home. Additionally, staff in roles that can be done from home were advised to work from home until further notice.
- 2.3 A huge amount of work was undertaken to find safe ways for staff who needed to be at work to travel in safely and stay safe. We have put staff up in hotels, arranged taxis and parking restrictions were suspended on all our sites. All ward staff have moved into wearing 'scrubs' to reduce the risk of spread of infection as staff can change their clothes before going onto a shift. We established a central system for Personal Protective Equipment to streamline the ordering process and distribution. We have issued one daily central communication to all staff bringing together new instructions, new guidance, new processes in one core briefing so that staff were and are kept up to date.
- 2.4 The 'Gold' major incident response meeting continues to meet every day to manage the situation, monitor how things are progressing and problem-solve. The leadership during this situation has been outstanding.
- 2.5 We became aware quite early in the pandemic that BAME staff appeared to be more susceptible to contracting the coronavirus and had higher rates of death. Our Chief Nurse Lorraine Sunduza and Chief Operating Officer, Edwin Ndlovu held an extraordinary BAME 'virtual' Staff Network meeting, attended by over 100 staff to talk about this and hear staff concerns. They are exploring some of the actions and ideas raised at this, and further meetings are planned.
- 2.6 I cannot find the words to express how proud I am of the people who work in ELFT. Our COVID-19 response has involved everyone, from the procurement team who worked tirelessly to source Personal Protective Equipment, the IT department who almost overnight enabled staff to work remotely, the infection control team who steered us from the very start, to our clinical staff conducting assessments and checks over the phone and via video calls, those working in our units or visiting people where they live, our admin and support staff, the estates and facilities team, and the people who have led the Gold, Silver and Bronze level incident response. We have worked as one from the beginning and will continue to as we move into the next phase and our new workstreams.

2.7 I have personally telephoned over 500 staff to check-in, to find out how they are and how they are feeling, and to say thank you . We are looking at how we can capture the learning from this extraordinary situation, look at how we recover as an organisation, and look at what has permanently changed in the way we provide services as a result of the pandemic.

3.0 Cauldwell Practice joins ELFT

3.1 Cauldwell Medical Centre in Bedford was welcomed into ELFT on 1 April 2020. The Centre provides GP services and primary care services and fits with the Trust's strategy to deliver population health by supporting primary care to deliver joined up care with support from community, mental health, and voluntary sector partners.

3.2 The Trust provides primary care in Health E1 (Tower Hamlets), Newham Transitional Practice, The Greenhouse Practice (Hackney) and Leighton Road Surgery in Leighton Buzzard.

3.3 The Trust replaces Virgin Care as provider of services at Cauldwell.

4.0 Lighthouse Anniversary

4.1 May marks the first anniversary of The Lighthouse, an out-of-hours mental health 'safe space' in Leighton Buzzard, set up by carers and service users, working in partnership with the Trust.

4.2 The team of trained Lighthouse volunteers and qualified health professionals provide support, advice and - if needed - signposting to a range of services in Bedfordshire.

4.3 The first night it opened, seven people attended. Word has spread through advertising, leafleting and word of mouth leading to up to 26 people attending. People who have attended have hailed from Luton, Dunstable, Woburn Sands, Flitwick and Milton Keynes so it serves an important function for the country. Local businesses have visited, the local Council and Mayor. The Town Council in Houghton Regis met with us to see if there is scope to have a Lighthouse-type service there.

5.0 Professor Gillard Joins City, University of London

5.1 Professor Steven Gillard has been appointed for the post of Professor of Mental Health at City, University of London. The post is jointly funded by the Trust and City and was previously held by Prof. Alan Simpson.

5.2 Prof. Gillard has been Professor of Social & Community Mental Health, Population Health Research Institute; St George's, University of London, where he was involved centrally in developing socially focused research on mental health services; his research focuses more specifically on service-users and their experience of mental health care.

- 5.3 He is interested in inequality in the care system, the impact of the therapeutic relationship on therapeutic outcomes, and the way in which the physical environment and culture of mental health services is accessible to some people but excludes or is experienced as harmful or traumatising by others.
- 5.4 Prof. Gillard is well-known for his work on service-user involvement and he championed collaboration with researchers who have lived experience of mental health care. He has a specific interest in peer-support work. This will be of great value for ELFT's Peer Support Work (PSW) workforce and an area for close academic collaboration with ELFT's existing service user & carer research group. Prof. Gillard has always supported service user and carer research advisory groups, in the past in the voluntary sector with MIND, and more recently at St. George's, this will be important in supporting the well-established SUGAR group in East London.
- 5.5 Going forward Prof. Gillard is intending to work closely with ELFT, strengthening the perspective of trauma-informed mental health care, emphasising the importance of complex narratives in the context of mental health crisis care pathways. He emphasised his interest in the development and evaluation of community-driven solutions to reducing health inequalities (such as crisis cafes, community health champions and other co-designed innovations).

6.0 New Chief Digital Officer Appointed

- 6.1 Philippa Graves has been appointed as Chief Digital Officer for ELFT. This is a new role in the organisation.
- 6.2 Philippa has extensive experience and currently is Director IM and T at Luton and Dunstable University Hospital.

7.0 Action

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