

REPORT TO THE TRUST BOARD IN PUBLIC
26 May 2022

Title	Chief Executive Officer's Report
Author/Role	Chief Executive Paul Calaminus
Accountable Executive Director	Chief Executive Paul Calaminus

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.

Key messages

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 experience of care	<input checked="" type="checkbox"/>	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"/>	

Implications

Equality Analysis	This report includes developments and Trust activities that impact on equalities for both staff and service users.
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	This report includes an update on the financial planning context for the Trust.
Quality	This report provides an update of significant developments relating to quality

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 The impact of COVID-19 has continued to reduce, with fewer inpatients admitted who are COVID positive (4 at the time of writing). Infection control measures remain in place, and have been updated to account for the latest national guidance in relation to newly admitted patients, isolation and monitoring. There is specific guidance to be followed for people identified as vulnerable due to health conditions that affect immunity, such as liver disease and renal failure.
- 2.2 Staff testing remains in place, and Lateral Flow Test kits are available at no charge via the Government portal. The wearing of masks is required by all staff as is wearing appropriate PPE, regular handwashing/sanitising and maintaining a 1-2 metre distance where possible.
- 2.3 *COVID Vaccines and Booster:* A COVID Booster is being offered to the over 75s and immunosuppressed at the Westfield COVID Vaccination Centre. First and second dose vaccines are also being offered to the 12-15 Year Cohort and the 5-11 Year Cohort. Vaccinations remain available to anyone who is not yet vaccinated, and we continue to encourage those who are not vaccinated against COVID-19 to receive a vaccination.
- 2.4 *People with Serious Mental Illness Remain Amongst the Lowest Vaccinated:* People with a serious mental illness remain one of the groups that is less likely to be vaccinated, and there are particular issues in some areas in North East London. In response to this, a specific programme of work has been started in partnership with primary care to target this group of service users, the COVID vaccine status of inpatients is being checked on admission with vaccine being offered, community contacts are being used to check vaccination status and a vaccination bus is attending key sites to deliver the vaccine.
- 2.5 *Vaccination Recruitment Event:* As the lead employer for the NEL COVID Vaccination workforce, the Trust is leading on the planning of an online Careers Day on 24 May 2022. Approximately 900 people joined the COVID vaccination workforce throughout North East London. For many, this was their first NHS job. The online Careers Day aims to offer access to over 30 health and social care employers in the region. It will also offer online training in applying for jobs, preparing for interviews and managing the interview. There will also be short films from people talking about their journey into the health service.

3.0 Service Pressures

- 3.1 There have been significant pressures on services over the last two months. These have been reflected in the volume of referrals into community teams across community health and mental health services. The number of people attending general practices also remains high. In-patient services have also experienced higher than usual occupancy levels during the last two months.
- 3.2 This pressure has been reflected across the NHS. Ambulance services have reported delays in responding to emergency calls and issues with transferring people into emergency departments. Emergency Departments have been experiencing very high

levels of activity, and acute hospitals operating at high levels of occupancy. There have been increases in waits in Emergency Departments and Section 136 suites.

- 3.3 ELFT staff in both community and mental health services remain very involved with local acute partners in assessing patients in Emergency Departments, including ensuring that where possible people can receive treatment at home. Our teams are also working on acute hospital wards to ensure that holistic care plans are in place, and to expedite discharge from hospital to community settings.
- 3.4 A task group has been established to bring together mental health and acute trust colleagues to focus on areas for innovation and service development in response to these challenges.
- 3.5 Thanks are due to all of those who continue to work to address these challenges, and to do so in a way that continues to provide person centred care.

4.0 Staff Survey 2021 Results

- 4.1 Despite the extremely challenging year our staff have endured during the COVID-19 pandemic, our staff survey results were positive. The survey was carried out in the autumn (2021) by the Picker Institute on behalf of the Trust to ensure anonymity. Overall, the Trust performed well when compared against peers, with the highest staff engagement scores amongst London mental health trusts, and amongst the highest in the country.
- 4.2 39 question responses were not significantly different to the previous year, six question responses were significantly better than the previous year and 11 question responses were slightly worse than the previous year. More detail about the Staff Survey will be presented in the People section of the Board meeting.
- 4.3 The Trust is above the Picker average in terms of the number of staff who would recommend ELFT as a place to work. Staff reported that they felt able to make improvements in their work and felt they were working well to share objectives. They reported that they feel involved in deciding changes that affect their work and feel that their appraisal helped to agree objectives for work.
- 4.4 Our less positive scores were around staff experiencing bullying and harassment or discrimination from patients/service users, their relatives or members of the public. In addition, staff reported feelings of burnout and shortages of staff in some areas. These areas reflect the importance of the work that is being done across the Trust on issues of equality, anti-racism, trauma informed approaches, and staff well-being, alongside the continued focus on effective recruitment to vacancies.

5.0 Becoming a Marmot Trust

- 5.1 ELFT is partnering with the Institute of Health Equity to become the first NHS 'Marmot Trust' and test the boundaries of what an NHS Trust can do to tackle some of the drivers of poor health, such as poverty and unemployment. This work has started at ELFT as part of our commitment to addressing health inequalities and promoting social justice for the communities we serve.
- 5.2 The work is based upon the ground-breaking Marmot Review report *Fair Society, Healthy Lives* by Professor Sir Michael Marmot which recognised that disadvantage and subsequent poor health starts before birth and accumulates throughout life.

- 5.3 Sir Michael set out eight principles to reduce inequalities. The eight principles are:
1. Giving every child the best start in life
 2. Enable all children, young people and adults to maximise their capabilities and have control over their lives (education and training)
 3. Create fair employment and good work for all
 4. Ensure healthy standard of living for all (pay, income and financial support)
 5. Create and develop healthy and sustainable places and communities (environmental sustainability; healthy places; social isolation and community development and engagement)
 6. Strengthening the role and impact of ill health prevention
 7. Address structural racism
 8. Tackle climate change.

5.4 Several towns and cities have adopted these principles and become Marmot Cities. ELFT is now working to become the first Marmot Trust in the country. Adopting the Marmot Review principles and framework is a hugely exciting step forward in the delivery of our Trust strategy and our mission to improve the quality of life for all we serve.

5.5 We are piloting this work in Luton and Newham. We are working closely with our partners in local authorities, the voluntary sector and local businesses. In Luton, we are focussing on increasing access to good quality employment and training for young people and adults as well as our service users. In Newham the focus is on the wellbeing of children and young people and to prioritise children and young people's emotional, physical, social and learning development. All Marmot work will be developed using a collaborative approach, quality improvement (QI), people participation (PP) and health equity focus.

5.6 We are really excited to learn from all our partners in taking this work forward and to see how we can best contribute to improve the wellbeing of the populations we work with. Work already underway at ELFT

6.0 Cost of Living

6.1 Conversations are taking place within the Trust Executive and the Wellbeing Forum to explore how staff can be further supported in light of the cost-of-living challenges. This includes reviewing how we can adjust travel expenses, initiatives around food banks for staff and service users, interest free staff loans and access to effective and practical help for people. We also continue to operate the Hardship Fund. A wellbeing survey has been sent Trust wide so that staff can help to further inform the support we offer.

7.0 Health and Care Act 2022

7.1 The Health & Care Bill now has Royal Assent. This means that every part of England will be covered by an Integrated Care Board (ICB) and Integrated Care Partnership (ICP) building on the existing non-statutory ICSs across England. The ICBs will be going live on 1 July 2022.

7.2 The nomination process for membership of ICBs has now begun in both Bedfordshire, Luton and Milton Keynes (BLMK) ICS and North East London (NEL) ICS. In both ICSs, there is a place for a Trust representing mental health and community health perspectives on the ICB.

8.0 Mental Health and Community Health Services Alliance Development

- 8.1 With the Health & Social Care Act now having received Royal Assent, the Trust continues to work closely with system partners to mobilise Integrated Care Systems (ICSs), in line with the requirement for Integrated Care Boards (ICBs) to be in place for 1 July 2022.
- 8.2 In North East London, the Trust is working with North East London Foundation Trust (NELFT) and North East London CCG to mobilise our plans for a North East London Mental Health Collaborative, through which the two Trusts and the ICB will work in a much more integrated way to plan and deliver services for people with, or at risk of, mental health conditions in North East London. A key feature of our new way of working will be developing new and refreshed borough based mental health partnerships to plan to meet local needs with service users, carers, communities and partners. We will also develop new clinical networks/learning systems across the seven boroughs, where there are opportunities for our teams and professionals to share learning on what works best, and to identify and tackle unwarranted variation.
- 8.3 We are also working with NELFT, the Homerton NHS FT and Barts Health to develop our vision and plans for a community health services collaborative.
- 8.4 In Bedfordshire Luton & Milton Keynes (BLMK), we are working with health and council partners to develop the Bedfordshire Care Alliance, which will plan and deliver health services for the population of Bedford, Central Bedfordshire and Luton. We are also working with Central North West London NHS FT to build on and strengthen our existing mental health collaboration across the BLMK ICS.

9.0 Annual Planning

- 9.1 The Trust's Annual Plan process is continuing, with a revised date of 20 June 2022 for annual plan submissions. This follows the announcement of amended funding envelopes that seek to address some of the inflationary cost pressures that were manifest in previous planning submissions.
- 9.2 The Trust had submitted a plan that showed a small deficit driven largely by such inflationary pressures. We are currently in the process of revising this plan, in line with the new planning timescales and guidance. As part of this process, it is clear that agency cap requirements will be reintroduced to try and support best value for money in the use of temporary staffing along with other cost control measures including internal audit focus on financial control processes.

10.0 Big Conversation – Estates and Environment Plan

- 10.1 Work is continuing on the development of the Trust Estates and Environment Plan. As part of this development, the Estates team have been carrying out a consultation to gain the views of staff, service users/patients, carers, governors, members and the public.
- 10.2 Online meetings have taken place, and an online questionnaire was also available. The consultation was promoted via the ELFT website, social media, internal communications channels and *Trusttalk* magazine. All data collected will be collated and incorporated into the new plan which is due to be presented to the July meeting of the Trust Board.

11.0 Third Anniversary of The Lighthouse

- 11.1 May marks the third year that The Lighthouse has been operational in Leighton Buzzard. The Lighthouse is a co-produced mental health drop-in service staffed by fully qualified NHS mental health professionals and trained volunteers in Leighton Buzzard, Bedfordshire.
- 11.2 They provide face-to-face sessions outside of normal business hours and offer a warm welcome and caring approach to anyone feeling lonely and isolated, needing advice about their own mental health or concerned about someone else. They host a gardening project and a monthly quiz.
- 10.3 The team work in partnership with the Luton and Bedfordshire Recovery Colleges as well as other local charities and services. No referral is needed to the service. Attendees do not need to have a mental health diagnosis or live in Leighton Buzzard.

12.0 International Nurse Recruitment

- 12.1 The Trust welcomed three nurses from India who have joined ELFT as part of an international nurse recruitment initiative lead by NHSE. The nurses were personally welcomed at the airport by two lead nurses from ELFT and settled into their accommodation. They will be working in Bedfordshire Community Services.

13.0 Key Changes in Leadership

- 13.1 *New Role for Chief Medical Officer:* Dr Paul Gilluley, our Chief Medical Officer has been appointed to the new role of Chief Medical Officer at the new North East London Integrated Care Board. Paul has been at ELFT for a number of years, in critical leadership roles in forensic services and more recently as Chief Medical Officer. He played a crucial role during the COVID pandemic providing clear guidance to staff throughout and in his leadership of the vaccination programme in North East London. I would like to thank him for all his leadership both in forensic services and as Chief Medical Officer for the Trust.
- 13.2 *Interim Chief Medical Officer Appointed:* Dr David Bridle, our current Medical Director for London, will step into the role of Interim Chief Medical Officer for the Trust at the end of May. David is a Consultant Psychiatrist who has worked in a number of leadership roles within the Trust, including as Associate Clinical Director in Newham Mental Health Services, Clinical Director in City and Hackney Mental Health Services, and, most recently, as the Medical Director for London Mental Health Services. His recent clinical work has been within the Primary Care Liaison services.
- 13.3 *New Role for Chief Financial Officer:* Our Chief Financial Officer and Deputy Chief Executive, Steven Course, has been appointed to the new role of Chief Finance Officer for Norfolk and Waveney Integrated Care Board. Steven has been in the Trust for a number of years, both as Chief Financial Officer and Deputy Chief Executive. He has not only supported us as an organisation to deliver good value for money, but has done much to develop and support the Trust in its work, particularly in the BLMK system. I would like to thank Steven too for all his leadership as both Deputy Chief Executive and Chief Financial Officer.
- 13.4 *Interim Chief Financial Officer Appointed:* Samantha Gibbens has been appointed as Interim Chief Financial Officer for ELFT. Samantha joined the Trust in April 2022 as Deputy Director of Finance, having held Assistant Director of Finance roles at Whittington Health NHS Trust and Camden & Islington Mental Health Foundation Trust during the last eight years. She has gained a broad range of experience over 20 years

across the health sector including the Department of Health, London Regional office, North Central London Strategic Health Authority and East & North Hertfordshire NHS Trust.

- 13.5 *New Director of Social Work:* Mary Brazier started as Director for Social Work in April 2022. Mary qualified as an ASW (Approved Social Worker) in 2001 and continued to practice as an AMHP until this year. She is the co-chair of the British Association of Social Workers (BASW) England Mental Health Thematic Group. Mary has come from Oxford Health NHS FT where she was the Trust's first Associate Director of Social Care in 2018.
- 13.6 I would like to take this opportunity to welcome David, Samanthi and Mary into their new role.

14.0 Awareness Days

- 14.1 There have been a number of important awareness days during the month. The first of these was *National Administrative Professional Day*. The Trust marked National Administrative Professional Day on 27 April with an online event attend by around 300 administrative staff. The event featured a film montage showing various people from across the Trust saying Thank You to their administrative colleagues. The event featured live tributes and information about plans to create a formal administrative career pathway and training structure for this important part of the ELFT workforce.
- 14.2 *International Nurses Day:* An online event featuring a programme of presentations took place on 12 May to celebrate nurses in the Trust. The event led by Chief Nurse and Deputy CEO Lorraine Sunduza, showcased the Trust's Queen's Nurses, New Advanced Clinical Practice roles, Advanced Care Planning, Admiral Nurses, Professional Nurse Advocates and more.
- 14.3 *Dying Matters Awareness Week:* Staff across the Trust hosted pop-up stalls to talk to colleagues and visitors about the important of end of life conversations and planning. Personal accounts of care planning, bereavement and loss written by staff were publicised on the ELFT website and on social media. Thank you to everyone who took the time to write or talk about this sensitive subject.
- 14.4 *Mental Health Awareness Week:* The theme for this year's Mental Health Awareness Week was loneliness. This was an opportunity to promote the Trust's Befriending Service and the part it can play in reducing loneliness in our communities. The service is open to anyone over the age of 18 using our services and can be access via the ELFT telephone befriending service.

15.0 Action Being Requested

- 15.1 The Board is asked to:
- **RECEIVE** and **NOTE** the report for information