

## Public Trust Board Meeting – 2 March 2021

### CEO Trust Board Report

#### Purpose of the report

This paper provides an update on current local issues and national policy developments since the last meeting. The details below are drawn from a variety of sources, including local meetings and information published by NHS England/Improvement, Health Education England, NHS Providers and the CQC.

#### Analysis of the issue

I would like to start by expressing sincere condolences to the family and friends of Captain Sir Tom Moore who passed away on 2 February after contracting Coronavirus and pneumonia. He will be sorely missed by the nation, but particularly by those working in the NHS.

The British Army officer, philanthropist and centenarian, was well-known for his walk of a 100 laps of his garden before his 100<sup>th</sup> Birthday; raising £33m for NHS charities during the Covid-19 pandemic. Recently knighted by the Queen, his fundraising contributed to a total of £150m raised by NHS Charities Together.

This money is being given to NHS charities and Raising Health has benefited from grants of nearly £300,000 so far. We are in the process of spending this money which has been earmarked to support staff wellbeing, patients and volunteers. Staff will have seen some of this spending already, but it includes:

- Wobble Rooms for staff, stocking them with fruit and hand creams.
- Boredom buster items for patients.
- A Virtual Health & Wellbeing Festival led by our Health & Wellbeing Team.
- Our Board wanted to thank all staff for going above and beyond in very difficult circumstances, so thank you letters and pin badges were sent to staff.
- Grants to our staff network groups were provided to ensure that our BAME and disabled colleagues were supported throughout the pandemic.
- We have kept money aside from these grants to upgrade our staff rooms so that they are of a more consistent quality across LPT; work will commence from April 2021.

#### February Spotlight

**1-7 February 2021 Children's Mental Health Week:** this year's theme is 'express yourself'.

**1-28 February 2021 LGBT+ History Month:** this year the theme is Mind, Body and Spirit and throughout February, LGBT+ History Month aims to promote tolerance and raise awareness of the prejudices faced by lesbian, gay, bisexual and transgender people.

**1-28 February 'Keeping feet fab in Feb':** a virtual programme around foot health delivering a series of four virtual sessions, covering foot assessments, risk assessments, foot infections and patient engagement

**4 February Time to Talk Day 2021;** this is the day 'Time to Change' gets the nation talking about mental health.

**12 February 2021 International Darwin Day:** this is a day to bring attention to Darwin's contributions to science and highlight science in general.

## National Developments

### COVID-19

Much has changed since my last report in December 2020. For one thing, we have seen a rapid rise in the COVID-19 infection rate and increased pressure on health and care services. On the other hand, we have also seen the acceleration of the COVID-19 vaccination programme. However, one thing that has not changed is the tireless work of staff right across the Trust, for which I am very grateful. Our Incident Coordination Centre (which expanded into a Single Point of Contact to coordinate our response to COVID-19, the end of the EU transition period and the seasonal flu campaign) has also been a constant throughout, keeping everything aligned.

On 4 January 2021 in an address to the nation, the Prime Minister announced another national lockdown in England with a clear message to us all to please stay at home, please protect the NHS, and save lives. A week later, the Secretary of State for Health and Social Care reported that the new strain of this virus is highly contagious and is putting our NHS under very significant pressure. In an interview with BBC journalist, Andrew Marr, on 17 January 2021, the Chief Executive of the NHS in England explained that, since Christmas Day we have seen another 15 thousand patients admitted to hospital with Coronavirus; every 30 seconds, across England, a patient is being admitted to hospital with Coronavirus.

Despite the inexorable pressure under which the NHS is operating, the rapid acceleration of the COVID-19 vaccination programme provides some comfort and LPT is actively working with partners to support our vaccination programme against the priority cohorts.

As at 9 February, Over 67% of our staff have already had the vaccine, and the slots are continuing to be fully booked, as we head towards the NHS target of mid-February to vaccinate health and social staff.

### Reforming the Mental Health Act White Paper

The Government has published a paper entitled Reforming the Mental Health Act, which sets out proposed changes to the Mental Health Act and work underway to reform associated policy/practice. These proposals stem from an independent review of the Mental Health Act ('Modernising the Mental Health Act: Increasing choice, reducing compulsion – December 2018).

The proposed changes cover a wide range of areas and are designed to help embed four new principles to improve patient experience:

- Choice and autonomy – ensuring service users' views and choices are respected
- Least restriction – ensuring the Act's powers are used in the least restrictive way
- Therapeutic benefit – ensuring patients are supported to get better, so they can be discharged as quickly as possible
- The person as an individual – ensuring patients are viewed and treated as individuals

The paper acknowledges that additional funding and an expanded workforce will be required (beyond the level projected in the NHS Long Term Plan) to deliver the proposed changes. The Government is seeking views on the implementation and impact of the reforms, which will inform the drafting of a Bill for consideration in Parliament. The deadline for feedback is 21 April 2021.

Further information can be found

here: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/951741/mental-health-act-reform-print.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/951741/mental-health-act-reform-print.pdf)

### November 2020 Spending Review

On 25 November 2020, the Chancellor delivered the 2020 Spending Review to the House of Commons together with the Office for Budget Responsibility's (OBR's) latest economic/fiscal outlook for the country. In light of the COVID-19 pandemic the spending review covered a period of twelve months from April 2021.

Despite updated forecasts and scenarios published by the OBR, which confirm the UK economy is set to shrink by 11.3% this year, the Chancellor announced significant additional spending to support the economy this year and the next. There will be no return to austerity, with funding commitments made for the NHS, schools, police, and prisons.

The Department of Health and Social Care's (DHSC's) core revenue budget will grow from £132.4bn in 2019/20 to £147.1bn in 2021/22 – a real terms increase of 3.5%. This includes an NHS England budget of £136.1bn in 2021/22, with the Government reaffirming its long-term commitment to increase the NHS funding to £148.5bn by 2023/24. The DHSC's core capital budget will grow from £7.0bn in 2019/20 to £9.4bn in 2021/22 – a real terms increase of 13.4%

Since the beginning of the pandemic, the government has spent over £280bn to support the economy through the Coronavirus pandemic. The Chancellor announced an additional £38bn of support for public services for 2020-21 and £55bn for 2021-22.

### Advice on the Complaints Process

The Department of Health and Social Care has advised that the Local Authority Social Services and NHS Complaints Regulations 2009 have not been repealed or amended, and all healthcare organisations must continue to comply with them. However, they have agreed that in some settings it may take longer to respond to a complaint and consider it permissible up until 30 April for this to go beyond the usually required six months.

All healthcare organisations should opt to operate as usual regarding the management of complaints if they are able to do so. However, those organisations that need to process complaints more slowly must follow this guidance:

- Ensure that patients and the public are still able to raise concerns or make a complaint, but that the expectation of when an investigation and response are likely to be completed is managed in each case.
- Continue to acknowledge complaints (within three working days as per the regulations), log them on their respective systems, triage them for any immediate issues of patient safety, practitioner performance or safeguarding and take immediate action where necessary. This triage should be overseen by an experienced and senior complaints handler. All complaints should then be investigated and responded to as soon as NHS organisations are able to do so, unless an informal resolution can be achieved, or the complainant chooses to withdraw their complaint.
- In secondary care where PALS offices still operate, they could still provide support by email and telephone and this should be encouraged for patients and the public to engage with the organisation.
- CCGs should ensure that they continue to have open channels of communication with patients and the public.
- Be especially mindful of complainants who were impacted by the pause which took effect between 1 April and 30 June (their complaint may have been received prior to 1 April or during the pause) and ensure their complaints are prioritised and not further impacted wherever possible.

This will be effective from 1 February to 30 April. Every effort should be made to avoid developing backlogs of complaints where it is possible to investigate and respond to the issues raised.

### Support for staff following patient safety incidents

The Healthcare Safety Investigation Branch (HSIB) has launched a report which seeks to inform the practice of supporting staff who are involved in and following patient safety incidents. It draws together research that trusts may find helpful when planning or developing local support programmes that are designed to provide emotional and psychological assistance, and practical help to staff. It also makes two safety observations. The [On The Day Briefing](#) summarises the key findings and recommendations and includes the NHS Providers media statement.

## Friends and Family Test reporting

Reporting requirement to NHS England and NHS Improvement has been resumed. However, Trusts have flexibility to change their arrangements under the new guidance and published case studies show how Trusts can continue to hear from patients whilst adapting to pressures and needs.

## Local Developments

### Events

#### Childrens Mental Health Week 1-7 February 20201

At Healthy Together, we have created a wide range of digital resources to help and support care for Young People and Childrens emotional and mental wellbeing. Staff are supporting a week long BBC Radio Leicester campaign. All of our free resources can be adapted for use in school, for home-schooling, online lessons or independent learning.

#### Celebrating LGBT History Month 2021

LGBT History Month, which takes place in February every year, is a month-long observance of lesbian, gay, bisexual and transgender history, and the history of the gay rights and related civil rights movements. The theme for LGBT History Month this year is Mind, Body and Spirit and we're excited to reveal our plans to mark the celebration. Together with our staff network buddies over at Northamptonshire Healthcare NHS Foundation Trust we'll be hosting a morning of activities with some special guest speakers.

#### NHS Rainbow Badge Project – shortlisted in Celebrating Excellence 2020 awards

We were very excited to find out that the Rainbow Badge Project, launched by Spectrum in May 2019, was shortlisted in the Celebrating Excellence awards. Here's what our nomination said:

*Kartik Bhalla and Andrew Moonesinghe led the NHS Rainbow Badge initiative as a way for LPT staff to demonstrate their commitment to LGBTQ+ colleagues and service users. To date, 2,500 badges have been sent out across the trust, and teams have signed pledges to say that they understand the barriers many LGBTQ+ people face when accessing health care and are committed to being an ally and a listening ear. Many staff have shared that this initiative has made a difference to them personally and professionally.*

### Staff Wellbeing

The health and wellbeing of our staff is important to us and staying connected within our teams and enjoying activities together aside from work is important during these challenging times. We have introduced a new short weekly newsletter called 'Wellbeing Wednesday' which outlines support and ideas. We also have a programme of Wellbeing Wednesday sessions throughout February from Pilates to Zumba. During this month we are providing workshops with a focus on financial wellbeing.

We have also introduced 'Virtual Randomised Coffee Trial'. Following a Listening into Action Big Conversation held to look at how we could better support staff working from home, we are launching our first randomised coffee trials via MS Teams. A randomized coffee trial is a simple but powerful idea, they are used to connect people in an organisation at random and give them time to talk over a coffee about whatever they wish.

#### Health and Wellbeing Champions

A number of our Health and Wellbeing Champions have been recognised for their fantastic efforts in supporting the health and wellbeing of staff at LPT.

Jessica Batson, Healthy Child Programme Practitioner (FYPC.LD), Jessica Brodie, Therapy Technical Instructor (CHS), Joanne Hall, Occupational Therapist (DMH) and Lisa Hall, Business Development Coordinator (Enabling) have been nominated as part of last year's Celebrating Excellence awards.

Congratulations to all those shortlisted – a virtual ceremony for the Celebrating Excellence Awards will be held in April to recognise exceptional individuals and teams for their dedication and commitment to our vision: ‘creating high quality, compassionate care and wellbeing for all’ and values of compassion, respect, integrity and trust

### **Mental Health and Wellbeing Hub**

With the unprecedented challenge of COVID-19, the mental health and wellbeing of all our staff working across health and social care is of paramount importance. We have come together as an LLR system to ensure that everyone in our valued workforce has the support they need, when they need it, through an enhanced staff support offer.

The LLR Staff Mental Health and Wellbeing Hub has been set up to support the entire Health and Social Care workforce of Leicester, Leicestershire and Rutland. The Hub is run by experienced clinicians, offering anonymous and confidential psychological support, counselling and emotional advice, to staff that assess themselves to be, in any way (personally or professionally) affected by Covid-19.

We do so by signposting to appropriate organisational services or refer you directly to a dedicated clinical team of counsellors and therapists.

Accessing the hub is by self-referral. It is free, confidential and anonymous. Your self-assessment asks you how you are feeling, and then gives you an opportunity for a confidential follow up assessment with a clinician, and priority access to mental health treatment as required.

### **Spring into Health Festival 20 April 2021**

The Health and Wellbeing Team are putting together an exciting and varied programme of activities and workshops to support staff health and wellbeing.

## **General Updates**

### **Buddy Relationship Update**

I am delighted that we are continuing the strong relationship between Leicestershire Partnership NHS Trust and Northamptonshire NHS Foundation Trust. We have agreed a formal structure for maintaining our collaboration that allows the best of what we both do to continue to benefit our staff and our local people. The structure will be based on a joint forum for a shared approach to addressing key strategic projects which will promote shared learning and expertise.

### **Executive Team Update**

It is imperative that we can continue to build upon our organisational progress to date, manage the immediate focus of Covid-19, prepare for planned executive changes and transitions and continue our key strategic goals/ opportunities working alongside our partners. In order to support this next period, I wanted to update you on some changes I have made to the Director of Finance portfolio and position.

I am pleased to confirm that Dani Cecchini will remain with us until the end of March 2021 in her Deputy CEO role, providing capacity to focus on the ICC demands and Deputy CEO responsibilities during this next quarter. I am also pleased to share with you that following robust recruitment processes I have appointed Mark Powell as the new Deputy Chief Executive for LPT, taking over from Dani Cecchini when she leaves this post.

Sharon Murphy will undertake the Interim Director of Finance role in LPT and to be responsible for Finance, Performance and Contracting and will hold statutory responsibility at Trust Board.

In addition to this, on an interim basis I am introducing a new Chief Finance Officer (CFO) role across both NHFT and LPT. This is in response to supporting both organisations with some additional strategic finance capacity / capability and to be responsible for estates function across both trusts too. Over 2020 it has become clear that the Regional New Care Models (NCMs) in CAMHS, Adult Eating Disorders and Forensics as part of the East Midlands Alliance and the national direction of Provider collaboratives demands a high level of strategic finance focus /capacity and attention and I will use the interim CFO

role to enable this across both Trusts. Focussing this role on collective estates will also provide us with additional capacity to continue our work to strengthen estate functions within LPT as well as enabling focus on capital at regional/national levels. Richard Wheeler who is the current Director of Finance in NHFT will be taking on this interim CFO role on a staged basis from mid-January 2021 and this has been supported by both trust Chairs and NHSI.

I would like to take this opportunity to say goodbye to Dani Cecchini and Rachel Bilsborough who will both be leaving the Trust in March. I would like to formally thank them for their hard work and dedication to the Trust and the patients/population of Leicestershire they have served.

### **New Year Honours List**

We would like to congratulate Asha Day on her success in the New Year Honours List. Asha's work in helping to design a risk assessment which looked at factors including staff member's ethnicity and medical history before deciding what role they should play in caring for patients is exemplary.

### **Leadership Matters**

The NHS People Plan emphasises the need for compassionate and collective leadership and we are very focused on this at LPT; this aligns with our Values and our newly developed Leadership Behaviours, which are for all staff. Our Line Manager Pathway development programmes is based on these principles, and focuses on encouraging us to be curious and learn through peoples lived experiences. Our leadership development strategy for this year will help and support our 1,000+ leadership community to learn and develop more in these areas, along with that of Collective Leadership, which is very much part of being compassionate and inclusive of our teams, their thoughts, ideas and including them in our decisions.

Looking ahead to 2021, we look forward to continuing our work with your Change Champions on our culture and leadership programme. We are encouraging all staff to take advantage of the Leadership Behaviors workshop and e-learning module.

### **Deploying Telemedicine and Remote Monitoring during COVID-19**

An article, produced by Prof Sudip Ghosh, Clinical Professor of Community Medicine at LPT was published in Health Tech Digital on 16 December 2020. The article focuses on the Trust's Virtual Community Ward Service, set up to deliver an integrated digital health solution for patients diagnosed with heart failure (HF) or chronic pulmonary obstructive disease (COPD). The full article can be accessed here <https://www.healthtechdigital.com/deploying-telemedicine-and-remote-monitoring-during-covid-19/>

### **NHS Digital capital funds available for community health providers in Q4**

Following a short notice national call for submissions, Community Health Services has been awarded 225k to enhance the projects – 'Virtual cardiorespiratory and Covid-19 rehabilitation program' and 'Supporting self-management using digital technology in Community Integrated Neurological and Stroke services'.

### **BS 10008 Scanning - Outcome of second BSI Audit of accreditation**

We have had our annual re-accreditation audit by BSI for the Document Scanning and we have maintained our accreditation, well done to all the staff involved.

### **Cleaning for Confidence**

This month we launched the Cleaning for Confidence campaign. By doing this we are committing to going the extra mile to keep our premises clean. With the new variant of Covid-19 being transmitted even easier, it is more important than ever to keep ourselves and our patients safe and outbreaks at bay.

We are encouraging all our staff to complete the new Cleaning for Confidence e-learning package as a reminder of the simple things we can all do to help keep colleagues, patients and visitors safe by preventing the spread of Coronavirus and other infections at our sites.

### Envoy Survey

The Envoy system has been in place for some time now and hosts the Friends and Family Test (FFT) data. Recent improvements to the system now allow access to all of your FFT responses in 'real time' as the system can report on 'live' data. The reports are user friendly and you can quickly view data in pie charts, dashboards and comments about your service.

Inpatient areas have been the first area to use the new FFT questions and other services will soon be able to commence collection when the new SMS text messaging goes live.

### Voluntary Transport Service

Since the beginning of the pandemic, our Voluntary Transport drivers have been delivering medication for LPTs Pharmacy Services. This has been really successful in ensuring that medication has reached patients that are shielding and are vulnerable. The initiative has also saved clinicians' time as well as money for the Trust. The Volunteering Team have now received some funding and are now able to deliver medication for other services where clinicians are struggling with workloads.

### Research and Development

The Research and Development Team is recruiting for a study into the Genetic Links to Anxiety and Depression (GLAD). This is a project set up to better understand depression and anxiety in order to find effective treatments and improve the lives of people experiencing these disorders.

### Executive Directors: external meetings since last Trust Board

January / February 2021	
LLR Covid 19 SAGE meeting	MH Collaborative Board
Health Economy Strategic Co-ordinating Group	NHS Midlands Leaders Update: Provider CEOs
Health Economy Tactical Steering Group	Regional Roadshow with Simon Stevens & Amanda Pritchard
Covid scenario E planning meetings	ICS Discussions – System CEO's
LLR system flow/LoS meetings	Introductory Meeting with KPMG
Strategic Ageing Well meetings	Daily Strategic Gold
Health Watch	Weekly Strategic Gold
UCR Learning Collaborative	LA and CCG Chief Exec Discussion Meeting with Council Leaders
LLR UCR Monthly Accelerator Site meeting	Together Against Racism Workshop
LLR Integration Executive Development Meeting	LLR NHS System Executive meeting
LLR IAPT Services – System Learning Meeting	Regional Covid19 Vaccination Update meeting
East Midlands CMHTF Panel	Chief Executive Working Group Session
Introductory meeting and update with LAMP	Regional MH and LD CEO Meeting
MH Collaborative Board	HESCG
Regional MH Oversight Group	LPT/Healthwatch Relationship Meeting
MH Design Group	NHS Providers – Check in Board Meeting
Community Mental Health Transformation proposals in LLR	CEO/CFO Catch Up
*LLR Systems Leaders Group	CYP sub cell

Children and Families Partnership	Mental Health Clinical Forum
Health Transitions Summit	CYP Mental Health & Emotional Wellbeing Meeting Delivery Group meeting
Health and Wellbeing Board	LLR CYP Design Group
CYP clinical leads meeting	VCS meeting

\*Meeting scheduled but not taken place at time this report was prepared.

## Further reading

- Commission for Equality in Mental Health. Mental health for all?
- Institute for Fiscal Studies. The mental health effects of the first two months of lockdown during the COVID-19 pandemic in the UK.
- CQC Monitoring the Mental Health Act in 2019/20: The Mental Health Act in the Covid-19 pandemic
- Children and young people mental health review: Update on local actions
- PHE COVID-19: mental health and wellbeing surveillance report
- Carnegie Trust. The courage to be kind: reflecting on the role of kindness in the healthcare response to Covid-19
- Mental Health Foundation. Nine-Month Study Reveals Pandemic's Worsening Emotional Impacts on UK Adults
- IHI. A Guide to Promoting Health Care Workforce Well-Being During and After the COVID-19 Pandemic
- What works wellbeing. Mental health and Covid-19 2
- NHS Confederation.
  - Perspectives from the front line: The disproportionate impact of COVID-19 on BME communities
  - Putting sustainability at the heart of an NHS reset
  - Building common purpose: Learning on engagement and communications in integrated care systems
  - MHN and NHSCC webinar on the role of digital in preventing and treating poor mental health
  - Digital inclusion in mental health - a guide to help increase choice and improve access to digital mental health services
  - Health on the High Street
  - Ten high-impact actions for integrated care success
  - Preparing your NHS organisation for the end of the EU exit transition period - a quick guide
  - An introduction to population health management
- Department of Health and Social Care. Staying mentally well: winter plan 2020 to 2021
- UCL. Build back fairer - Covid-19 - Marmot review
- Nuffield Trust
  - Rural, remote and at risk: Why rural health services face a steep climb to recovery from Covid-19
  - Digital and remote care in the NHS during covid-19
- King's Fund
  - The next steps towards integrated care
  - Social prescribing and NHS facilities



- What is social prescribing?
- Primary care networks explained
- The updated GP contract explained
- Reforming the finances of the NHS
- Health Foundation
  - Building the NHS nursing workforce in England: workforce pressure points
  - The future of the Public Health system in England
  - Public perceptions of health and social care in light of COVID-19 3
- Joseph Rowntree Foundation. Destitution in the UK 2020
- Local Government Association. Understanding what constitutes a safeguarding concern and how to support effective outcomes
- Institute for Public Policy Research. Levelling up health for prosperity
- BMA. Climate change and sustainability
- Reform. How a data-driven approach to prevention could encourage more personalised care and tackle health inequalities
- DEMOS. Patient Power: Unleashing choice over routine medication
- Nursing and Midwifery Council. Caring with Confidence: The Code in Action - animations
- Department of Health and Social Care. Chief Medical Officer's annual report 2020
- Getting It Right First Time. Mental Health - Rehabilitation
- MIND. Get It Off Your Chest - Men's mental health 10 years on

## Proposal

It is proposed that the Board considers this report and seeks any clarification or further information pertaining to it as required.

## Decision required

If any further clarification or information is required.

## Governance table

<b>For Board and Board Committees:</b>	Public Trust Board 2 March 2021	
<b>Paper sponsored by:</b>	Angela Hillery, Chief Executive	
<b>Paper authored by:</b>	Kate Dyer, Head of Governance and Interim Trust Secretary LPT	
<b>Date submitted:</b>	17 February 2021	
<b>State which Board Committee or other forum within the Trust's governance structure, if any, have previously considered the report/this issue and the date of the relevant meeting(s):</b>	None	
<b>If considered elsewhere, state the level of assurance gained by the Board Committee or other forum i.e. assured/ partially assured / not assured:</b>	NA	
<b>State whether this is a 'one off' report or, if not, when an update report will be provided for the purposes of corporate Agenda planning</b>	Report provided at each Trust Board	
<b>STEP up to GREAT strategic alignment*:</b>	High Standards	
	Transformation	Yes
	Environments	

	Patient Involvement	
	Well Governed	Yes
	Single Patient Record	
	Equality, Leadership, Culture	Yes
	Access to Services	
	Trust wide Quality Improvement	Yes
<b>Organisational Risk Register considerations:</b>	All	
<b>Is the decision required consistent with LPT's risk appetite:</b>	Yes	
<b>False and misleading information (FOMI) considerations:</b>	None	
<b>Positive confirmation that the content does not risk the safety of patients or the public</b>	Confirmed	
<b>Equality considerations:</b>	None	