

## Trust Board of Directors – 31 August 2021

### Chief Executive's Report

#### Purpose of the Report

This report 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 Care Quality Commission (CQC).

#### Analysis of the Issue

##### National Developments

###### *Coronavirus COVID-19*

We have reached another key milestone with the Government introducing 'step four' on its roadmap. In taking this step, the Government has ended the majority of COVID-19 restrictions, replacing them with guidance emphasising personal judgement and responsibility. Acknowledging that the number of people that become infected with COVID-19 in our communities will continue to rise, the Government noted that the vaccination programme has substantially weakened the link between infection and hospitalisation or death.

Despite these changes in wider society, NHS England/Improvement (NHSE/I) has confirmed that everyone accessing or visiting healthcare settings must continue to wear a face covering and follow social distancing rules. Public Health England's (PHE's) infection prevention control guidelines and hospital visiting guidance are set to remain in place for all staff and visitors to NHS services (including hospitals, GP practices, dental practices, optometrists and pharmacies) to ensure patients and staff are protected. Staff, patients and visitors will also be expected to continue to follow social distancing rules when visiting any care setting as well as using face coverings, masks and other personal protective equipment.

###### COVID-19 Vaccination Programme

Starting on 15 July, the NHS COVID-19 national vaccination programme team sent out text messages encouraging people to get their second dose of the COVID-19 vaccine eight weeks after their first. Messages were sent in line with updated guidance from the Joint Committee on Vaccination and Immunisation (JCVI), which aimed to ensure everyone has the strongest possible protection from the Delta variant of the virus ahead of the move to 'step 4' of the Government's COVID-19 roadmap as mentioned earlier.

The national team ran a 'grab a jab' campaign over the weekend on 17/18 July offering opportunities to adults to receive a COVID-19 vaccination in pop-up clinics running in various locations across the country, ranging from shops, to parks and at events. So far, the national NHS Vaccination Programme, has administered vaccinations to over 38 million people across the country – more than 85% of all adults.

###### *Health and Care Bill*

Last month the Health and Care Bill was introduced to Parliament. This is another significant step towards the Government's ambition to make it simpler for health and care organisations to work together to deliver more joined-up care. Building on the vision set out in the NHS Long Term Plan, the proposed reforms in the Bill are strongly supported by health and care stakeholders.

The Bill is a large document that covers a broad range of issues, so I have drawn out just a few points below to signal some of the changes we could expect to see in the future. A full copy of the Bill is available on the Parliament website: <https://publications.parliament.uk/pa/bills/cbill/58-02/0140/210140.pdf>

The Bill:

- Proposes to put Integrated Care Systems (ICS') and the Healthcare Safety Investigation Branch (HSIB) on a statutory footing and to formally merge NHS England and NHS Improvement.
- Contains new powers for the Secretary of State for Health and Social Care to intervene earlier in decisions about changes to local services and to direct NHS England outside the NHS Mandate.
- Establishes a two-part model for ICS':
  - The first part is an Integrated Care Board (ICB), which brings together local organisations responsible for planning and delivering NHS services. (Clinical Commissioning Groups will cease to exist.)
  - The second is an Integrated Care Partnership (ICP), which is the mechanism through which a broader group of organisations come together to improve health and care.
- Gives NHS England the power to set capital spending limits for NHS Foundation Trusts and proposes several changes to financial arrangements such as setting requirements to meet financial objectives and balance.
- Creates a new legal mechanism permitting ICBs and NHS providers to form joint committees, or two or more providers, to make joint arrangements and pool funds. Guidance will also be issued on joint appointments.

The integrated care systems have now been confirmed across the country, including one in Leicester, Leicestershire and Rutland (LLR). David Sissling will be the chair of our ICS. We shall continue to monitor the passage of the Bill through Parliament, building on our own local plans in developing the LLR ICS.

#### *Data saves lives: reshaping health and social care with data*

On 22 June 2021, the Department of Health and Social care published a draft strategy, which sets out ambitious plans to harness the potential of data in health and care, while maintaining the highest standards of privacy and ethics.

The strategy describes how data will be used to improve the health and care of the population in a safe, trusted and transparent way. It provides an overarching narrative and action plan to address the current cultural, behavioural and structural barriers in the system with the ultimate goal of having a health and care system that is underpinned by high quality, readily available data. It marks the next steps of the discussion about how we can best utilise data for the benefit of patients, service users, and the health and care system.

The strategy is being published in draft format to enable full and open engagement on the commitments made within it, before publishing a final version of the strategy later in 2021.

For more information, please visit the Government website: <https://www.gov.uk/government/publications/data-saves-lives-reshaping-health-and-social-care-with-data-draft/data-saves-lives-reshaping-health-and-social-care-with-data-draft>

#### *Secretary of State for Health and Social Care*

On 4 July 2021, the Government announced that the Rt Hon Sajid Javid MP had been appointed as Secretary of State for Health and Social Care, taking over from the Rt Hon Matt Hancock MP. On starting the role Mr Javid identified what he saw as two immediate challenges. "The first is how we restore our freedoms and learn to live with coronavirus (COVID-19). The second is to tackle the NHS backlog – something that we know is going to get far worse before it gets better."

### *National Inquiry into Government's handling of Covid19*

LPT is making preparations following the Government announcement that a National Inquiry into the Government's handling of the Covid-19 pandemic will commence in the spring of 2022. It is anticipated that all organisations, including LPT, will be asked to identify all relevant information, perform retrospective analysis of the response to the pandemic, and ensure that evidence is disclosed and provided as required. Resources will be also made available for staff and patients to give feedback.

### *New Chief Executive for the NHS*

The new Chief Executive of the NHS has thanks staff for their work in the pandemic and asked them to work with her to enable many more people to live longer and more fulfilling lives.

Amanda Pritchard took over the top job in NHS England from Simon Stevens in July 2021.

She said "I know the last 18 months have been hard on all of us. The pandemic has required many of you to make a considerable personal sacrifice – working beyond your normal hours for long stretches, taking on new and difficult roles at real speed and having to cope with deeply distressing circumstances, including losing valued colleagues. Supporting the health and wellbeing of all our NHS Staff, with compassionate and inclusive leadership will continue to be central to our future strategic and recovery".

She also said the pandemic had shown the potential digital measures such as virtual wards could make to improving healthcare.

To read her letter to NHS staff in full, follow this

link; <https://healthcareleadersupdate.cmail19.com/t/ViewEmail/d/8F78BA530C957F682540EF23F30FEDED/F8196213AF1F88C740EE66FE10287772>

### *NHS Birthday*

On 5 July 2021 events were held across the country to mark the 73rd birthday of the NHS and to remember NHS workers who have lost their lives to the virus. Dozens of sites across the country were lit up blue to mark the anniversary of the founding of the NHS and the huge contribution of health service staff during the pandemic.

Our Raising Health charity jointed the NHS Big Tea event organised by National Charities Together, enabling tea party celebration kits to be created for all our staff to enjoy as part of time out to reflect and celebrate. All of the 250 kits were ordered, enabling more than 6,500 staff and volunteers to hold local events to mark the birthday, as a thank you for all their hard work during the pandemic. Our IPC team provided guidelines to ensure these were held safely within Covid guidelines.

Her Majesty The Queen also awarded the George Cross to the National Health Services of the UK, recognising NHS staff in all four nations. In a personal, handwritten message, the Queen said NHS staff have carried out their work "with courage, compassion and dedication" for more than 70 years.

### *Chief Medical Officer's Report*

On 21 July 2021, Professor Chris Witty published his annual report as Chief Medical Officer for the Department of Health and Social Care. This year's report concentrates on what Professor Witty sees as one of the most important challenges – health in coastal communities.

In his report, he describes the higher burden of physical and mental health conditions in coastal communities than in their inland counterparts. He also highlights that these areas experience difficulties in attracting health and social care staff. Professor Witty makes three key recommendations – to establish a cross-government strategy to improve the health and wellbeing of coastal communities; to address the mismatch between health and social care worker deployment and disease in coastal areas; and to deliver substantial improvement on the granularity of data and actionable research in coastal communities.

To access a copy of the report, please see the Government website: <https://www.gov.uk/government/publications/chief-medical-officers-annual-report-2021-health-in-coastal-communities>

#### *Fifth annual learning disability review and action report*

Last month, the University of Bristol published the fifth annual report of the Learning Disabilities Mortality Review (LeDeR) Programme. The report focuses on findings from completed reviews of the deaths of people with learning disabilities that occurred in the calendar years 2018-20, identifying any trends that have occurred over time. (Report authors caution against year on year comparisons owing to the impact of the COVID-19 pandemic in 2020, which affected the lives and deaths of the entire population.)

In summary, the report confirms that 93% of the deaths notified to the LeDeR programme between January 2018 and June 2020 had been reviewed. The numbers of deaths fluctuated month on month with more deaths reported in winter (in common with the general population). There was a significant increase in the number of deaths at the peak of the COVID-19 pandemic (March to May 2020). The report provides a wealth of information and analysis on the findings of reviews undertaken, considering factors such as demography, long term conditions, place of residence and medication.

In parallel with the publication of the report, NHSE/I published figures indicating that three quarters of people with a learning disability aged 14 and over across the country have received an annual health check two years ahead of the target set in the NHS Long Term Plan. 97% of eligible reviews were completed within six months, a rise of a third compared to the previous year.

Please follow this link to access a copy of the report: <https://www.england.nhs.uk/wp-content/uploads/2021/06/LeDeR-bristol-annual-report-2020.pdf>

#### *Recovery of planned care*

Information released by NHSE/I in June demonstrates that the number of people waiting over 52 weeks to begin treatment dropped by more than 50k in April 2021. By the following month, operations and other planned NHS activity had already returned to 90% of pre-pandemic levels, ahead of the 75% threshold set out in official guidance.

Data on mental health services shows that Improving Access to Psychological Therapies (IAPT) referrals significantly increased to 159,140 in March 2021, an increase of 47% on the previous year. Waiting times standards have continued to exceed targets and recovery rates have achieved an annual high, remaining above the 50% standard.

#### *New independent chair of the Learning Disability and Autism Children and Young People's Steering Group*

Last month, NHSE/I confirmed the appointment of former Children's Commissioner Anne Longfield OBE to help transform the care of children and young people with a learning disability and autism. As the new independent chair of the Learning Disability and Autism Children and Young People's Steering Group, Anne will champion the rights of

children and young people to ensure they get the support they need at the right time and work closely with the Ministerial led 'Building the Right Support Board'.

### *Children and Young People's Mental Health*

In May, a survey of NHS Mental Health Trust leaders undertaken by NHS Providers showed that services across the country are under growing pressure and are increasingly stretched. The COVID-19 pandemic was thought to be a significant contributory factor to the increase in pressure along with access to suitable social care provision.

In June, NHSE/I announced an extra £40m of funding to address the impact of COVID-19 on children and young people's mental health and to enhance services across the country. This funding will be used in a variety of ways, such as putting the right type of beds in the right places and ensuring alternatives to admission are available.

### *East Midlands Academic Health Science Network Impact Report 2020-21*

The East Midlands Academic Health Science Network (EMAHSN) recently published its annual report for the 2020/21 financial year. EMAHSN is one of 15 networks across the country focussed on 'transforming lives through innovation'. It works to transform patient care, empower staff, strengthen the health and care system and stimulate economic growth.

The report describes how, over the last year, EMAHSN pivoted from its normal work to help local health systems respond to the COVID-19 pandemic. Opportunities for innovation emerged from this work, especially in digital technology and remote monitoring in hospitals, care homes and support for people in their own homes.

Please visit the EMAHSN website to access a copy of the report: <https://emahsn.org.uk/impactreport2021/>

### *Community Mental Health Framework*

The Community Mental Health Framework has now replaced the Care Programme Approach (CPA). This represents a move towards a standard of high-quality care for everyone in need of community mental health services.

The CPA was originally introduced to provide greater shape and coherence to local services' approaches to supporting people with severe mental illnesses in the community, based on care coordination, care planning and case management. It has had central role in the planning and delivery of secondary care mental health services for almost 30 years. The move to replace it with the new framework comes as a result of evolutions in practice, new legislation and the more recent policy signals from the Government concerning statutory care planning.

One of its purposes of the new framework is to enable services to shift away from an inequitable, rigid and arbitrary CPA classification and bring up the standard of care towards a minimum universal standard of high-quality care for everyone in need of community mental healthcare. It is based on five broad principles:

1. A shift from generic care co-ordination to meaningful intervention-based care
2. A named key worker for all service users with a clearer multidisciplinary team (MDT)
3. High-quality co-produced, holistic, personalised care and support planning for people with severe mental health problems living in the community
4. Better support for and involvement of carers
5. A much more accessible, responsive and flexible system

2021/22 is a transitional year where providers like LPT will work closely with its peers and NHSE/I to adopt the new approach outlined in the framework. This is linked to our work on Step Up To Great Mental Health (see below).

NHSE/I will collaborate with the Department of Health and Social Care and other Arm's Length Bodies to produce further guidance and clarify metrics.

For more information on these changes please see the NHSE/I website: [https://www.england.nhs.uk/wp-content/uploads/2021/07/Care-Programme-Approach-Position-Statement\\_FINAL\\_2021.pdf](https://www.england.nhs.uk/wp-content/uploads/2021/07/Care-Programme-Approach-Position-Statement_FINAL_2021.pdf)

## Local Developments

### *Executive Team updates*

**Director of community health services:** I am pleased to announce that after a rigorous external recruitment process, we have appointed Sam Leak to the role of Director of Community Health Services (CHS). Sam takes over from Fiona Myers, who is currently acting as interim director of CHS, from 2 August this year. We look forward to welcoming Sam to our LPT family, and I am sure she will be an excellent addition to our executive team.

**Director of mental health directorate:** Gordon King, director of mental health services, will be retiring at the end of September 2021. Gordon has made a huge impact on the delivery of our mental health services and led some outstanding achievements since joining the Trust in January 2019. He will be dearly missed, but I know he is keen to spend more time with his family and I would like to wish him a well-deserved retirement.

We will be going out to recruit to the post as soon as possible. In the meantime Fiona Myers, our current interim director of CHS, will re-join the Trust in September on an interim capacity as Director of Mental Health to ensure stability until the recruitment process is completed. Fiona has extensive experience as a former CEO of a mental health trust and also as a chief operating officer.

### *CQC core service and well led inspections*

In my last report I referred to a CQC unannounced core service inspection which started in LPT on the 25 May 2021. The CQC visited a number of sites across our mental health services and undertook a Well Led inspection between the 29<sup>th</sup> June and the 5<sup>th</sup> and 6<sup>th</sup> July 2021. We are currently awaiting the formal draft report from the CQC.

It is great to see how teams have embraced this opportunity to shine about all their work to Step up to Great. We are responding to any issues identified from early feedback and findings. Thank you to all our staff for their hard work and commitment in supporting the inspection.

### *LPT and Northamptonshire Healthcare Foundation Trust Group Model*

We have evolved our buddy partnership with NHFT to a more formal Group model arrangement. The changes do not mean that our trusts are merging, or that we will become one organisation. This evolution enables us to make the most of a unique and valuable opportunity, continue our strong relationship through an agreed formal way of working and focus upon quality improvements together.

The structure for the Group Model involves a Joint Working Group. This met in June to commit to eight joint strategic priorities and was attended by the Chairs from LPT and NHFT, the CEO, representative NEDs and the Deputy Chief Executives. Work has started to scope the workstreams for each of these joint priorities, and our communications teams and NHSE/I are working together to confirm how we can represent the group structure in our communication material. A formal written report will be available for both organisation's boards after the working group's August meeting.

### *Step up to Great mental health*

The CCG have launched a public consultation on 24 May till 15 August seeking public views on LPT's plans to invest in and improve the way adult mental health care is delivered across Leicester, Leicestershire and Rutland. The move

follows a series of conversations, meetings and workshops (called the All Age Mental Health Transformation) with service users, public, staff, and voluntary organisations about their experiences of services over the last two years. The proposals to improve care provided when it is urgent and to deliver care closer to where people live include an extensive public consultation through online events, partnerships with voluntary and community sector networks, and a multi-media campaign signposting to the survey on a dedicated website: [www.greatmentalhealthlr.nhs.uk](http://www.greatmentalhealthlr.nhs.uk)

### *Refurb improvements at St Lukes hospital*

Ward 1 at St Luke's Hospital has welcomed patients after a short closure for roof repairs, redecoration and minor alterations. The specialist stroke unit shut for three weeks at the beginning of July to allow the work to be completed without disturbing patients. You can see the refurbished Ward 1 in this short video: [https://youtu.be/Q\\_aHvcBrYew](https://youtu.be/Q_aHvcBrYew)

### *Awards*

1. **Two LPT patient involvement initiatives have achieved national recognition as finalists in the annual Patient Experience Network (PEN) Awards 2021.** Our Recovery and Collaborative Care Planning Cafes have been shortlisted in the 'Strengthening the Foundation' award category and the Mental Health and Wellbeing Workbook has made the 'Support for Caregivers' award category.

The Recovery Cafes are a shared space for patients, carers, health professionals and partners to come together to have collaborative conversations around care planning and recovery. They were developed alongside patients who share their lived experience of recovery and why it matters to them. LPT also uses the supportive groups to recruit participants to engage in other projects, such as the co-production of collaborative care planning guidance and the development of a five-week Recovery College course open to both staff and patients. Some service users are also involved in a quality improvement project within the Trust's mental health services.

The Mental Health and Wellbeing Workbook was co-produced in response to the challenges of the Covid-19 pandemic, and the impact of lockdown on the mental health and wellbeing of LPT's service users. The workbook provides clear support, advice and activities for carers, friends, family members, LPT service users and the public. It can be downloaded in four different languages from LPT's website: <https://www.leicspart.nhs.uk/involving-you/involving-you/>

2. **LPT's specialist learning disability Covid-19 vaccination clinics have been shortlisted for a Nursing Times Award in the Learning Disability Nursing category.**

The clinics, held at the Peepul Centre in Leicester, ran from the end of February to May and helped protect over 350 people with learning disabilities and autism from Covid-19, who couldn't be vaccinated in the normal way, by providing patients with a comfortable, specially adapted and safe environment to get their vaccine.

One of the first Covid-19 vaccine clinics of its type to be set up in England, the innovative vaccine sessions were part of the wider vaccination effort in Leicester, Leicestershire and Rutland. They were set up quickly and proactively to provide a supportive and relaxed setting for patients, making several adjustments and using longer time slots and specialist distraction techniques. Patients' carers were also able to get their vaccine at the sessions.

The clinics are staffed with a variety of learning disability nurses, support workers, doctors, volunteers and administration support staff, all of whom went out of their way to make it as easy as possible for people to be vaccinated. Well done and a big thank you to you all.

### *LPT Annual General Meeting (AGM) – 14 September 2021*

Our AGM is open to our staff, our members and the wider public, and is an opportunity to hear about our Trust’s highlights and achievements from over the last year. We will present our annual report and outline our progress against our vision – creating high quality, compassionate care and wellbeing for all – and our journey to Step up to Great.

You will have the chance to ask questions to our Chief Executive, Chair, and other members of the Trust Board. We will also share more about how our charity Raising Health has helped us to continue going above and beyond throughout the Covid-19 pandemic

Tuesday 14 September 2021, 4pm until 5.30pm

For more information and to register to attend please click <https://www.leicspart.nhs.uk/about/corporate-responsibilities/annual-general-meeting-agm-2021/>

Chief Executive and Deputy Chief Executive external meetings

July	August
Joint NEDs/Lay Member ICS Briefing	Healthwatch
C&YP Transformation Board	NHS Midlands Leaders Update
NHS Briefing for MPs	System Executive
NHS Midlands Leaders Update	ICS Provider Collaboratives
System Executive	LLR ICS NHS Board
Health Economy Strategic Coordinating Group	CYP Transformation
Council Leaders with LLR Health CEOs and LA CEOs	3 CEO’s Directors of strategy( ICS Operating model)
3 Executive team meeting	21/22 Q1 Midlands Regional & National MH Deep Dive meeting
NHS Chief Executive	Health and Care Partnership Board
	CEO-CCG-LA - Leaders Discussion
	Mental Health Trusts CEO
	NHS Chief Executive
	East Midlands Alliance CEO

### Proposal

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

### Decision Required

The Board is asked to consider this report and to decide whether it requires any clarification or further information on the content.



## Governance Table

<b>For Board and Board Committees:</b>	Trust Board 31 August 2021	
<b>Paper sponsored by:</b>	Angela Hillery, Chief Executive	
<b>Paper authored by:</b>	Angela Hillery, Chief Executive Kate Dyer, Deputy Director of Governance and Risk	
<b>Date submitted:</b>	24 August 2021	
<b>Name and date of other committee/forum at which this report/ issue was considered:</b>	N/A	
<b>Level of assurance gained if considered elsewhere:</b>	Assured	
	Partially assured	
	Not assured	
<b>Date of next report:</b>	July 2021	
<b>DIGBQ strategic alignment:</b>	Develop	✓
	Innovate	✓
	Grow	✓
	Build	✓
	Quality	✓
<b>Organisational Risk Register considerations:</b>	Risk number/title	N/A
<b>Is the decision required consistent with LPT's risk appetite?</b>	Yes	
<b>False Or 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	