

Chief Executive's 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 (NHSEI), Health Education England, NHS Providers, the NHS Confederation, and the Care Quality Commission (CQC).

Analysis of the issue

National Developments

Coronavirus COVID-19

Since my last report, we have seen a continued increase in COVID-19 prevalence and a corresponding increase in pressure on our services through increased demand and staff absence. Whilst well-rehearsed, I do not underestimate the effect that responding to these pressures (both the heatwave and the pandemic) is having and want to thank staff in particular for their work during this period.

As at week ending 6 July 2022, the percentage of people testing positive for Coronavirus COVID-19 continued to increase across the UK with an estimated 2.9m people testing positive for the virus, some 5.27% of the population (roughly 1 in 19 people). The Office for National Statistics (ONS) estimates the incidence within the East Midlands region to be around 5.1%. The increase in infections is being seen across all age groups to varying degrees.

On 15 July 2022, the Government announced that certain people will be eligible for autumn COVID-19 booster and flu vaccinations. Based on independent advice from the Joint Committee on Vaccination and Immunisation (JCVI), this includes all people aged 50 and over, residents and staff in care homes for older adults, frontline health and social care workers, unpaid carers, individuals aged 5 to 49 in clinical risk groups and household contacts of those who are immunosuppressed. Details of how the autumn booster vaccination programme will be implemented will be set out nearer the start of the programme.

For more information on the autumn booster programme, please see the government website:

<https://www.gov.uk/government/news/health-and-social-care-secretary-accepts-jcvi-advice-on-autumn-booster-programme>.

Public inquiry

On 28 June 2022, the Prime Minister confirmed the Terms of Reference for the UK COVID-19 Inquiry, which will be chaired by the Rt. Hon. Baroness Heather Hallett DBE. Approval of the Terms of Reference enables the Inquiry to officially begin its work.

The aims of the Inquiry (in summary) are to:

1. Examine the COVID-19 response and the impact of the pandemic in England, Wales, Scotland and Northern Ireland, and produce a factual narrative account, including:
 - a. The public health response across the whole of the UK
 - b. The response of the health and care sector across the UK
 - c. The economic response to the pandemic and its impact, including governmental interventions
2. Identify the lessons to be learned from the above, to inform preparations for future pandemics across the UK.

Whilst the terms of reference serve as a framework, the Inquiry Chair has the discretion to explore issues in more depth as part of the Inquiry's scope. Public evidentiary hearings are expected to start in 2023, preceded by a 'listening exercise' in the autumn to enable people who wish to share their experience with the Inquiry to do so.

For more information on the Public Inquiry, including a copy of the full terms of reference, please visit the dedicated website: <https://covid19.public-inquiry.uk/>.

Monkeypox

Cases of monkeypox infection were confirmed in England from 6 May 2022. Monkeypox is a zoonotic infection, caused by the monkeypox virus, that occurs mostly in West and Central Africa. Previous cases in the UK had been either imported from countries where monkeypox is endemic or contacts with documented epidemiological links to imported cases. The outbreak has mainly been in gay, bisexual, and men who have sex with men without documented history of travel to endemic countries. As of 14 July 2022, there were 1,856 confirmed cases in the UK. Of these, 1,778 are in England and the highest proportion were London residents (c. 75% of English cases). By contrast, there were 20 confirmed cases in the East Midlands region. NHFT is working in partnership with other local health and care agencies under national guidance on how to respond to the monkeypox outbreak.

For more information on Monkeypox please see the UK Health Security Agency's website:

<https://www.gov.uk/government/news/monkeypox-cases-confirmed-in-england-latest-updates>

Health and Care Act 2022

1 July 2022 is a major milestone for the new legislation, which amongst other things sees the formal establishment of Integrated Care Boards (ICBs) and the merger of NHS England and Improvement. ICBs replace Clinical Commissioning Groups (CCGs), taking on most of their functions and some of the commissioning functions of NHS England.

NHS Providers has produced a guide to the health and care act 2022, which is available on the organisation's website: <https://nhsproviders.org/a-guide-to-the-health-and-care-act-2022>.

NHS England and Integrated Care Systems

On 1 July 2022, together with 41 other areas across England, Leicester, Leicestershire and Rutland's Integrated Care Board (ICB) and Integrated Care Partnership (ICP) became legal entities as part of the county's Integrated Care System (ICS). ICS' are formed to drive the delivery of better, more efficient and joined-up care for patients, improvements in physical and mental health, and reductions in inequalities among the communities they serve.

At the same time as these changes to ICS', NHS England and NHS Improvement formally merged and became NHS England. Speaking at the annual NHS Confederation exposition, NHS England Chief Executive Amanda Pritchard set out four challenges for the NHS in the coming years:

- **Recovery** – ensure that people who need care, tests, and treatment can get it as quickly as possible;
- **Reform** – make the most of the opportunities presented by system working, and technology and data, to provide more effective, more convenient and more preventative services;
- **Resilient** – build capacity and capability to withstand the shocks of the future, including working to ensure we have the right numbers of staff, the right physical and community capacity, and the right approach to urgent and emergency care in particular, and;
- **Respect** – look after our staff, providing the best possible value for taxpayers, and ensuring that all patients are treated as equal partners in their care, and their needs and opinions are central to how we plan, deliver and improve services.

New Government Ministers

Following the resignation of Rt. Hon. Sajid Javid, MP, Rt. Hon. Steve Barclay was appointed to the role of Secretary of State for Health and Social Care on 5 July 2022. Mr Barclay oversees a team of five other ministers: Gillian Keegan MP, Minister of State for Care and Mental Health; Maria Caulfield MP, Minister of State; Maggie Throup MP, Minister for Vaccines and Public Health; James Morris MP, Minister for Patient Safety and Primary Care; and Lord Kamall, Minister for Technology, Innovation and Life Sciences.

NHS England consultation on governance

On 27 May 2022, to support NHS Trusts and Foundation Trusts to work effectively within systems, NHS England launched consultations on a revised Code of Governance for NHS provider Trusts, a draft Addendum to 'Your Statutory Duties – a reference guide for NHS Foundation Trust Governors' and draft guidance on good governance and collaboration under the NHS provider licence.

Code of Governance - for the first time, the Code of Governance applies both to NHS Foundation Trusts and to Trusts. It brings together the latest best practices of the NHS and private sector to set out a common overarching framework for the corporate governance of trusts that complements statutory and regulatory obligations.

Good governance and collaboration – the draft guidance on good governance and collaboration sets clear high-level expectations of collaboration in three key areas; engaging consistently in shared planning and decision making; consistently take collective responsibility with partners for delivery of services across various footprints including system and place; and consistently taking responsibility for delivery of agreed system improvements and decisions.

Experiences from health and social care: the treatment of lower-paid ethnic minority workers

During 2020, the Equality and Human Rights Commission (EHRC) carried out an inquiry to assess the treatment and experiences of lower-paid (agenda for change band 1 to 3) ethnic minority workers in health and social care, particularly during the COVID-19 pandemic. According to data within the report, ethnic minorities represent 17.8% of the lower-paid workforce across health and social care in England.

EHRC made a number of recommendations for the government, regulators, NHS Trusts/Foundation Trusts, Local Authorities and Integrated Care Systems, for more information and to access a copy of the report please visit the website: <https://equalityhumanrights.com/en/publication-download/experiences-health-and-social-care-treatment-lower-paid-ethnic-minority-workers>

Care Quality Commission Strategy – one year on

In 2021, the CQC set 'a new strategy for the changing world of health and social care' through which it sought to strengthen its commitment to ensure health and care services provide people with safe, effective, compassionate, high-quality care and to encourage those services to improve. Comprised of four themes (people and communities, smarter regulation, safety through learning and accelerating improvement), the strategy aimed to assess local systems and tackle inequalities in health and care.

A year on from the launch of the strategy, in a recent blog post, the CQC's Chief Executive notes that during the pandemic the CQC adapted its approach to maintain a view of quality. While some of our routine inspection work was paused, the CQC developed a way of having structured conversations with providers and used monthly reviews gave assurance to people about the quality of care.

The CQC developed a new single assessment framework following extensive engagement and believes that it will help the organisation to understand how people experience care across a geographical area as well as in an individual service. For more information on the single assessment framework, please visit the CQC's website: <https://www.cqc.org.uk/about-us/how-we-will-regulate>.

The Health and Care Act 2022 has given the CQC a new role in looking at systems. This includes a role reviewing and assessing integrated care systems (ICSs) as well as new powers to look at how local authorities meet their social care duties. Feedback from the CQC on the outcomes of its series of coproduction sessions on system regulation is available via the organisation's YouTube channel: <https://youtu.be/cRty0I29xHY>

Interacting with people with a learning disability

From 1 July 2022, the Health and Care Act 2022 introduced a new requirement for providers registered with the CQC to ensure that their staff receive training in how to interact appropriately with people with a learning disability and autistic people, at a level appropriate to their role. Pending the outcomes of the anticipated consultation on a Code of Practice, the CQC has updated its statutory guidance for Regulation 18 to explicitly include the requirement concerning training and supervision of those working with people with a learning disability and/or autistic people.

The CQC has signalled that during inspections it will be checking whether providers are training their staff in how to interact appropriately with people with a learning disability and autistic people, at a level appropriate to their role. The CQC will also look at whether providers have assessed the competencies of their staff following the training.

For more information on the updated regulations please visit the CQC's website: <https://www.cqc.org.uk/guidance-providers/regulations-enforcement/regulation-18-staffing>.

Building the Right Support Action Plan

On 14 July 2022, the Government published the Building the Right Support Action Plan, which brings together in one place commitments from across government and public services to ensure there is suitable community support available for people with a learning disability and autistic people. This supports government plans to reduce reliance on mental health inpatient care. It aims to ensure that people are treated with dignity and respect; experience personalised care and treatment; and can live an ordinary, independent life in their own home as part of the community.

Within the plan are measures to speed up discharge for people with a learning disability and autistic people, limit the scope under which people with a learning disability and autistic people can be detained and build on specialist training for health and care staff to ensure they have the skills to better care for people with a learning disability and autistic people.

For more information on the plan, please visit the Government's website:

<https://www.gov.uk/government/news/better-care-for-people-with-a-learning-disability-and-people-with-autism>

Update to the Duty of Candour Regulation

The CQC has recently updated its guidance on the Duty of Candour to clarify how the term 'unexpected or unintended' should be applied when trying to define whether or not something qualifies as a notifiable safety incident. The updated guidance clarifies that providers should "interpret "unexpected or unintended " in relation to an incident which arises in the course of the regulated activity, not to the outcome of the incident... So, if the treatment or care provided went as intended, and as expected, an incident may not qualify as a Notifiable Safety Incident, even if harm occurred.". To access a copy of the guidance in full, please visit the CQC website:

<https://www.cqc.org.uk/guidance-providers/all-services/duty-candour-notifiable-safety-incidents>.

Draft Mental Health Bill 2022

On 27 June, the government published the draft Mental Health Bill following its White Paper 'reforming the Mental Health Act' and an independent review undertaken by Sir Simon Wessely (in 2018). The Bill is currently in a period of pre-legislative scrutiny before it eventually becomes law. It addresses many of the proposals in the White Papers, including the introduction of four guiding principles, increasing the frequency of automatic referrals to the mental health tribunal and the creation of a statutory nominated person role.

The four new guiding principles are:

- Choice and autonomy – ensuring service users’ views and choices are respected;
- Least restriction – ensuring the MHA powers are used in the least restrictive way;
- Therapeutic benefit – ensuring patients are supported to get better, so they can be discharged from the MHA;
- Person as an individual – ensuring patients are viewed and treated as individuals

It is expected that the Bill will pass through parliament early next year before receiving royal assent later in 2023/24 at the earliest. An implementation period of up to ten years is anticipated owing to the lead time for training additional clinical and judicial staff.

A copy of the draft Mental Health Bill can be found on the government’s website:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1085870/draft-mental-health-bill-print-ready.pdf.

NHS England system oversight framework for 2022/23

On 27 June 2022, NHS England published the NHS Oversight Framework through which it confirms NHS England’s approach to oversight for the 2022/23 financial year in line with both the priorities set out in national planning guidance and the legislative changes made by the Health and Care Act 2022. The new framework reinforces system-led delivery of integrated care in line with the NHS Long Term Plan; Integrating Care Next steps to building strong and effective integrated care systems across England, and the Integration White Paper. The new framework took effect from 1 July 2022 and is available on the NHS England website: <https://www.england.nhs.uk/publication/nhs-oversight-framework-22-23/>

Leadership for a collaborative and inclusive future

On 8 June 2022, General Sir Gordon Messenger and Dame Linda Pollard published the final report following their review of leadership and management in the NHS and social care sector. Recommendations within the report are grouped under seven headings covering areas including collaborative leadership; equality, diversity and inclusion; accredited training; a standard appraisal system; career and talent management; recruitment and development of Non-Executive Directors; and encouraging top talent into challenged parts of the system.

To access a copy of the report please visit the government’s website:

<https://www.gov.uk/government/publications/health-and-social-care-review-leadership-for-a-collaborative-and-inclusive-future/leadership-for-a-collaborative-and-inclusive-future>

Next Steps for integration primary care: Fuller Stocktake report

On 26 May 2022, NHS England published Dr Claire Fuller’s report assessing how newly formed Integrated Care systems and primary care could work together to improve care for patients. Her report sets a new vision for integrating primary care, improving the access, experience and outcomes for communities, which centres on three essential offers:

- **streamlining access to care and advice** for people who get ill but only use health services infrequently: providing them with much more choice about how they access care and ensuring care is always available in their community when they need it
- **providing more proactive, personalised care with support from a multidisciplinary team of professionals** to people with more complex needs, including, but not limited to, those with multiple long-term conditions
- **helping people to stay well for longer** as part of a more ambitious and joined-up approach to prevention.

Within the report, Dr Fuller recommends that systems focus on developing integrated neighbourhood ‘teams of teams’ out of Primary Care Networks (PCNs), bringing together previously siloed teams and professionals to do things differently to improve care for the whole population. For more information and to access a copy of the report

please visit the NHS England website: <https://www.england.nhs.uk/wp-content/uploads/2022/05/next-steps-for-integrating-primary-care-fuller-stocktake-report.pdf>.

Women's Health Ambassador

In June 2022, Dame Lesley Regan, Professor of Obstetrics and Gynaecology at Imperial College London St Mary's Hospital, was appointed Women's Health Ambassador to support the implementation of the upcoming women's health strategy for England. The strategy will ensure that all women feel comfortable talking about their health, can access services that meeting their needs, have access to high quality information and education, and feel supported and can reach their full potential in the workplace. It will embed routine collection of demographic data as part of research trials to make sure that research reflects the society served.

For more information on Dame Lesley's appointment please see the government website:

<https://www.gov.uk/government/news/dame-lesley-regan-appointed-womens-health-ambassador>

A plan for digital health and social care

On 29 June 2022, the Department of Health and Social Care published a plan for digital health and social care, setting out a vision for a digital future for leaders with a plan to effect a digital transformation of health and social care.

Designed for leaders within the sector, the publication confirms that digital transformation of health and social care is a top priority for the Department of Health and Social Care (DHSC) and NHS England (NHSE). It sets out a single action plan to achieve the four goals of reform identified by the Secretary of State will be approached, through which the system will be equipped to:

- prevent people's health and social care needs from escalating
- personalise health and social care and reduce health disparities
- improve the experience and impact of people providing services
- transform performance

Please visit the government website to access a copy of the plan: <https://www.gov.uk/government/publications/a-plan-for-digital-health-and-social-care/a-plan-for-digital-health-and-social-care>

Data saves lives: reshaping health and social care with data

In June 2022, the Department of Health and Social Care published the latest version of its data strategy in which it describes how the NHS will embrace the digital revolution and the opportunities that data-driven technologies provide. It responds to recent reviews by Professor Ben Goldacre, 'better, broader, safe: using health data for research and analysis', and Laura Wade-Gery, 'putting data, digital and tech at the heart of transforming the NHS', and centres on seven areas:

1. Improving trust in the health and care system's use of data
2. Giving health and care professionals the information they need to provide the best possible care
3. Improving data for adult social care
4. Supporting local and national decision-makers with data
5. Empowering researchers with the data they need to develop life-changing treatments, diagnostics, models of care and insights
6. Working with partners to develop innovations that improve health and care
7. Developing the right technical infrastructure

Since the latest strategy refreshes an earlier draft version, much of the work envisaged is already now underway. The publication sets out the progress so far before making commitments for the future. As with any national strategy, this data strategy will frame our local plans in our local health economy.

To access the strategy please visit the government's website: <https://www.gov.uk/government/publications/data-saves-lives-reshaping-health-and-social-care-with-data/data-saves-lives-reshaping-health-and-social-care-with-data>

Healthy Foundations: integrating housing as part of the mental health pathway

On 20 May 2022, the NHS Confederation published a report setting out what should be done at the policy and practice levels to achieve a more integrated and strategic approach between health, housing and social care. It makes seven recommendations asserting that now is an opportune time to invest in and make explicit the relationship between mental health and housing.

For more information on the report and its findings, please visit the NHS Confederation website:

<https://www.nhsconfed.org/publications/healthy-foundations-integrating-housing-part-mental-health-pathway>

Local Developments

Major expansion of mental health crisis support as new crisis cafes start to open across Leicester, Leicestershire and Rutland

The Leicester, Leicestershire and Rutland Clinical Commissioning Groups (LLR CCGs) and Leicestershire Partnership NHS Trust (LPT), in partnership with Voluntary Action LeicesterShire (VAL) are expanding the number of crisis cafés as they announce the next 11 cafes that are set to open.

The first of 11 new Crisis Cafes was launched in Coalville, North-West Leicestershire, at the Marlene Reid Centre (MRC). More than 40 local people and some of the organisations who will work with the centre, came to hear from the café owners, the NHS and a number of the people who currently use MRC.

Recruitment event for community health and mental health services

Offering a wide range of opportunities to join LPT in clinical and administrative roles in our community health and mental health services, at an event at Leicester Tigers on Thurs 7 July 2022.

Rescue dogs help veterans improve their mental wellbeing through therapeutic open water swim sessions this summer

Over this summer, a number of ex-service personal will take part in a series of unique NHS-supported open water swimming sessions with award winning rescue dogs, to help them with post-traumatic stress disorder (PTSD).

The four-hour sessions will take place at Stanton Lakes in Stoney Stanton, following a successful pilot held in September 2020. The veterans taking part will don wetsuits and take part in a series of relaxing floating and towing experiences in the water with the specially trained Newfoundland dogs, as part of the mental health support they are receiving from Leicestershire Partnership NHS Trust's Armed Forces service.

Celebrating Excellence 2022

Our annual Celebrating Excellence Awards recognise our exceptional individuals and teams for their dedication and commitment to our vision: 'creating high quality, compassionate care and wellbeing for all' and our values of compassion, respect, integrity and trust.

We're excited to announce this year's awards ceremony will be back to face-to-face on the evening of Thursday 13 October 2022 (subject to any relevant Covid restrictions and infection prevention and control guidelines).

The awards are a superb opportunity to celebrate the significant contribution of Leicestershire Partnership NHS Trust (LPT) staff and volunteers, and to share their achievements for the wider benefit of patients, service users and staff.

LPT launches new online healthy recipes for little and big tummies to coincide with Dietitians and British Nutrition Foundation's Healthy Eating Weeks

Having fun and getting involved in the kitchen at an early age is the aim of Leicestershire Partnership NHS Trust's (LPT) early years nutrition and dietetics public health team, who have launched a new online resource to help get families cooking together. A range of step-by-step, budget friendly, yummy, easy to prepare and nutritionally balanced recipes are now available on the Health For Under 5s website for free, complete with easy to follow guides and videos.

South Asian Heritage Month 2022

The Black, Asian and Minority Ethnic (BAME) staff support networks from Leicestershire Partnership NHS Trust and Northamptonshire Healthcare NHS Foundation Trust are collaborating for the third year running to celebrate South Asian Heritage Month 2022 (Monday 18 July – Wednesday 17 August 2022). All staff are invited to take part in the events lined up, with the aim of learning from and sharing in the celebrations.

Queen's Jubilee/NHS Big Tea – July 2022

This year, to say thank you for all your hard work and also celebrate the Queen's Jubilee and the NHS' Birthday, we once again took part in the NHS Big Tea. Our charity Raising Health organised for each team/area at LPT to have a Big Tea with the help of funding from NHS Charities Together.

Volunteers' week – 1-7 June 2022

Volunteers play such an important role in supporting the Trust. Without them our services would not be as enriched as they are. The last year has been exceptionally challenging, and we would like to thank all our volunteers, including those who are waiting patiently to return to their roles, for their time and commitment.

Relevant External Meetings attended since last Trust Board meeting

| June 2022 | July 2022 |
|--|--|
| LLR NHS CEO's meeting | LLR Inaugural ICB Board |
| Regional Mental Health Trusts CEO Meeting | Midlands regional roadshow |
| Vice Chancellor DMU | LLR NHS CEO meeting |
| LLR ICB Board | National Mental Health Trusts CEO meeting |
| LLR System flow partnership meeting | NHS providers Board Meeting |
| LLR System Executive meeting | LLR Systems Flow Partnership Meeting |
| Midlands Regional MH Deep Dive | LLR System Executive group |
| LLR UEC CQC Feedback system review | UHL COO introduction meeting |
| ICB CEO designate | Inclusive Leadership masterclass with NHFT |
| National CEO working group (MH) | LLR ICB meeting |
| MP Briefing | UHL COO meeting |
| LLR NHS CEO Meeting | *South Asian Heritage month |
| NHS providers finance committee | *CQC engagement |
| Lead Connect and Learn festival LLR | *LLR System Flow Partnership Meeting |
| Rutland County Council | * LLR System Executive group |
| LLR System discussion re G&A capacity modelling | |
| HSJ roundtable | |
| DMU Centre for Excellence in Empathic Healthcare | |
| HWB – ICB session | |

Proposal

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

Decision required

None.

Governance table

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|---|---|------------------------------------|
| For Board and Board Committees: | Trust Board 26 July 2022 | |
| Paper sponsored by: | Angela Hillery, Chief Executive | |
| Paper authored by: | Kate Dyer, Deputy Director of Governance and Risk | |
| Date submitted: | 18 July 2022 | |
| 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): | None | |
| If considered elsewhere, state the level of assurance gained by the Board Committee or other forum i.e. assured/ partially assured / not assured: | n/a | |
| 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 | Routine board report | |
| STEP up to GREAT strategic alignment*: | High Standards | |
| | Transformation | |
| | Environments | |
| | Patient Involvement | |
| | Well Governed | Yes |
| | Reaching Out | |
| | Equality, Leadership, Culture | |
| | Access to Services | |
| | Trust wide Quality Improvement | |
| | Organisational Risk Register considerations: | List risk number and title of risk |
| Is the decision required consistent with LPT's risk appetite: | Yes | |
| False and misleading information (FOMI) considerations: | None | |
| Positive confirmation that the content does not risk the safety of patients or the public | Confirmed | |
| Equality considerations: | None | |