



Lincolnshire Partnership
NHS Foundation Trust

Report to:	Board of Directors
Date of meeting:	28 January 2021
Section:	Strategy
Report title:	Chief Executive's Report
Report written by:	Sarah Connery
Job title:	Acting Chief Executive
Lead officer:	Sarah Connery
Action required:	For information
For assurance (Yes or No):	Yes

Purpose of the Report

The report is intended to provide a high-level overview of key national and local issues that may impact on Trust strategy, annual plans and priority setting.

Key Issues, Options and Risks

1. REGULATORY

Care Quality Commission (CQC) Inspection 2020

Following an inspection of our services in March 2020 and the subsequent publication of the inspection report, the Trust continues to work towards addressing the improvement points raised by the CQC in respect of our mental health rehabilitation inpatient wards through our action plan. The Quality Committee continues to monitor progress.

2. COVID-19

COVID-19 continues to be a challenge for both LPFT and the wider Lincolnshire system. We have seen a very different picture than we experienced in wave one. We have experienced an increase in the number of patients and staff affected which reflects the general trend across the UK. To date we have had 5 outbreaks on our inpatient wards.

In response to the need to re-deploy staff to support other in patient wards where staff absence was at a higher rate than normal, to ensure they were safely staffed, as a temporary measure in November 2020 the Trust took the difficult decision to temporarily close the Hartsholme Centre, LPFT's 10 bedded male Psychiatric Intensive Care Unit for a short period of time. The unit subsequently re-opened on 14 December 2021 when absence stabilised to a manageable level.

The Trust continues to promote the use of all preventative measures to protect its staff and rolled out the lateral flow testing programme to frontline staff to enable them to undertake a twice weekly self-administered test. The programme presented a significant challenge in coordinating the delivery of test kits in a phased manner across Trust frontline services, as well as recording test results. In response and to assist LPFT staff in recording test results, the Deputy Director of Informatics developed an "App" which was easy to use and captured the information required to complete data returns. Interest was received from other organisations beyond Lincolnshire to use the application developed by the Informatics team.

COVID Vaccination Programme

We have been a key player in supporting the county-wide COVID vaccination programme for staff. This has been the most significant and complex large-scale deployment of a vaccination programme the NHS has ever seen. The vaccine has been offered to frontline and vulnerable staff in the first instance and plans are in place to have the workforce vaccinated by February 2021. The announcement of a delay in administering the second dose of the Pfizer vaccine was disappointing for staff, however, all staff now have a re-booked appointment to receive a second dose.

As the roll out of the vaccination programme progresses, the Trust has provided support in setting up 2 mass vaccination sites in Lincolnshire. The Trust also continues to offer wellbeing support to partner organisations.

Flu Vaccination Programme

The Trust undertook its annual flu vaccination campaign for staff with an aim of achieving a target of 90%. The response by staff was exceptional resulting in the Trust exceeding the target it had set itself reaching 92% take up. As a consequence of staff cooperation, the hard work of the physical healthcare team and volunteer vaccinators, LPFT was the top performing Trust in the Midlands region - and the top performing Mental Health trust in the country- for flu vaccination rates.

3. NATIONAL

National focus has continued to be predominantly around Covid-19 with new or changing guidance being implemented swiftly and effectively across the Trust.

4. REGIONAL

East Midlands Provider Collaboratives

The Trust continues to work with its East Midlands provider partners on driving forward Provider Collaboratives in order to improve the effectiveness of specialist mental health services across the region.

We reported previously on the IMPACT collaborative covering adult secure care services which went live on 1st October 2020. The next Provider Collaborative to go live will be Child and Adolescent Mental Health inpatient services and also Adult Eating Disorder services.

5. LINCOLNSHIRE

Integrated Care System

NHSE/I continue to focus on pursuing the establishment of Integrated Care Systems (ICS) across the Midlands. The Lincolnshire system submitted its initial proposal at the end of November 2020. Following a meeting with senior members of NHSE/I at a quarterly assurance meeting on 16 December 2020, a revised proposal was submitted, and the system awaits further feedback.

In addition to local plans, the Trust and the Lincolnshire system was also invited to provide feedback to the NHSE/I national team on what the future should look like for ICS structures and ways of working.

Provider Chief Executives/Primary Care Network Clinical Directors' Meeting

We have continued to strengthen our connections with our provider colleagues in Primary Care Networks and are exploring ways to support clinician to clinician conversations about pathways and integration between primary care and specialist mental health services.

6. LPFT

Trust awarded £37 million to eradicate dormitory accommodation

Following a successful national funding bid, the Trust has been awarded £37 million to eradicate dormitory accommodation across our adult acute wards in Lincoln and Boston.

This is excellent news for the Trust and Lincolnshire health and care system. We have had a clear ambition to address our patient environments for some time, especially our acute wards which are our remaining sites with dormitory accommodation.

Dormitories no longer meet the modern standards for mental health care settings and are difficult to maintain privacy and dignity. This substantial funding will enable us to begin to deliver our aspirations for the unit to meet all the modern standards of mental health inpatient care and provide an outstanding patient experience.

Enabling works have now begun on the Peter Hodgkinson Centre site in Lincoln whilst final designs and specifications are finalised with service users, carers, staff and stakeholders. We expect to start building the two wards at Lincoln later this year, with the hope of opening in 2023. The location and timescales for our Boston ward continue to be under discussion.

Out of Area

The Trust remains committed to having zero inappropriate out of area adult and older adult Acute and PICU placements by April 2021 and work continues to reduce out of area placements in line with the agreed recovery plan and the national mandate. The current focus of our work is on two specific schemes to build inpatient capacity:

- 1. Repurposing Ash Villa into a 15 bed acute ward** - The capital work for this development is now complete. Most staff have been recruited to the team; however, the recruitment of registered nursing staff remains a challenge despite the offer of a recruitment and retention premium. Recruitment to the remaining vacant posts continues with an increased social media and radio campaign to specifically target people beyond the Lincolnshire border. This recruitment challenge has been compounded by Covid19, with seemingly less people looking to change jobs currently and Covid has brought the added complication of increased staff absences from work due to Covid related issues (infection, shielding and isolation). Taking all this into consideration, the decision has been made to delay the opening of the unit until 1 March 2021, by which time we hope that infection rates will have subsided, the vaccination programme will have been rolled out in earnest and the staffing situation will be more stable.
- 2. Repurposing the Wolds from long-stay rehabilitation to a short-stay reablement service** as part of the acute pathway scheme is progressing well and remains on track. A dual model is currently being provided; as long stay rehabilitation patients are discharged, they are replaced with patients on the reablement pathway.

Alongside this, much work is ongoing to further increase the community offer with the roll out of place-based neighbourhood working, as an extension of the Community Mental Health Teams and aligned to the Primary Care Networks; as well as county wide roll out of the new Personality and Complex Trauma Team (PACT).

Community Mental Health Transformation Pilot

Much progress has been made with this programme of work. New robust governance structures have been fully established that ensure a collaborate system-wide approach to the development of mental health and wellbeing service in Lincolnshire and a 'wave 2' funding bid is currently being prepared to expand the service offer. The main elements of the community Mental Health Transformation programme consist:

- Integrated Place Based Teams – these mental health teams are an extension of the Community Mental Health Teams, bringing together LPFT, Primary Care, and a range of other statutory and non-statutory organisations to work collaboratively and provide a 'no wrong door' offer for mental health support.
- Personality and Complex Trauma Team (PACT) – currently in pilot phase covering 1/3 of the county, a bid is being submitted, that if successful, will see this much needed service expand to a cover the whole county.
- Community Rehabilitation Services – Currently being piloted in 1/3 of the county, plans are being considered for how to expand this service to cover the whole of Lincolnshire.

Publication of Independent Safeguarding Adults Review – Long Leys Court

In December 2020, Lincolnshire Safeguarding Adults Board published their independent investigation into the care and treatment of patients at Long Leys Court in Lincoln between 2011 and the closure of the unit in 2015.

In 2015 the Trust and NHS Lincolnshire Clinical Commissioning Group (formerly South West Lincolnshire Clinical Commissioning Group) took the decision to temporarily close Long Leys Court in Lincoln following a number of serious incidents and concerns about standards of care. Long Leys Court was a 16-bedded assessment, treatment and rehabilitation unit for adults with learning disabilities and complex mental health needs. Lincolnshire Safeguarding Adults Board completed their independent review, focusing on the multi-agency overview and governance that failed to identify early concerns.

As a Trust we take the safety of our patients and the quality of our services very seriously. We are deeply sorry that the standards of care at Long Leys Court fell well below what we would expect. We apologise to the service users and their families, and we welcome the publication of the Lincolnshire Safeguarding Adults Board review into the multi-agency system response to what took place at Long Leys Court.

We fully investigated all of the incidents and practices at the unit and have taken significant actions across all services as a consequence. Since 2015 we have been caring for those with a mental health need and a learning disability in their own home environments, working closely with our partners to ensure that people with a learning disability are only admitted to a specialist learning disability unit when absolutely necessary. In 2018, following discussion with local commissioners, service users, carers and staff and with the full support of the Health Scrutiny Committee for Lincolnshire we took the shared decision not to reopen the

Long Leys Court unit and instead to continue with the more effective community service we had introduced.

We welcome the recommendations in this report and will continue to work closely with all agencies involved to ensure all services deliver the very best care for people with a learning disability.

Transforming Care: Learning Disabilities and Autism

The Trust continues to drive forward improvements in the Transforming Care agenda and the Director of Operations and other clinical and operational leads are actively working with colleagues from the Clinical Commissioning Group (CCG) and Lincolnshire County Council to improve service pathway. A joint LPFT/CCG business case is in development that proposes the expansion of number of services to support people with a Learning Disability and/or Autism to better manage their mental health and avoid unnecessary hospital admissions.

Alongside this, an improvement and delivery group is in operation to oversee the LPFT specific elements of this work and a new Transforming Care Clinical Lead is due to take up post in February 2021, who will work with the Director of Operations to lead this work for the Trust.

New accessibility guides launched for local services

Working with AccessAble, the Trust has now launched detailed accessibility guides for our services across Lincolnshire to help patients, visitors and staff plan their journeys to and around our buildings.

Providing people with a range of facts and figures about each locality, the guides cover everything from parking facilities and hearing loops, to walking distances and accessible toilets, the guides also include photographs to assist understanding and planning. Visitors can access the guides on our Trust website www.lpft.nhs.uk

Black, Asian & Minority Ethnic (BAME) Staff

The BAME and Allies Network continues to meet bi-weekly. The network held a good discussion regarding Covid-19 vaccines and uptake by BAME staff. Overall, there was good acceptance of vaccines although continued reinforcement of messages would be required to encourage BAME staff to take the opportunity to be vaccinated.

The network will be participating in the LGBT+ annual celebrations to be held during the month of February. This year the theme is "Intersectionality: Losing the labels".

7. CELEBRATING SUCCESS

LPFT shortlisted as Health Service Journal Mental Health Trust of the Year

The Trust has been shortlisted for Mental Health Trust of the Year in the Health Service Journal Awards 2020. This national recognition commends our ongoing work to transform mental health and learning disability services for vulnerable communities across Lincolnshire, enabling them to access excellent care as close to home as possible, in the least restrictive environment.

Our nomination for this award drew on a broad range of work and initiatives which have taken place over recent years, to support both patients and staff, including the transformation of our older adults inpatient service; implementation of the Lincolnshire

mental health helpline, work on new models of care in children and young people's services, and expanding crisis support. The virtual awards take place on Wednesday 17 March 2021 when we will find out who has won the category. We are proud to be a finalist in such prestigious awards; it is an achievement which champions the dedication, commitment and unrelenting care of our staff across the organisation.

Trust re-accredited with second star for Triangle of Care

The Trust has been re-accredited by the Carers Trust 'Triangle of Care' programme for our work with families and carers. We have retained our two-star status, the highest level of accreditation that can be obtained through the programme.

Developed by the Carers Trust, the Triangle of Care programme asks NHS mental health trusts to make a commitment to change the way they communicate with and include carers in decisions about the person they are supporting. The work does not stop here and we will continue to ensure carers are appropriately involved and develop further information and opportunities.

Executive Analysis

Winter is always a challenging time for all services within the NHS but this year the operational pressure being faced is unprecedented. We are dealing with increasing COVID 19 infection rates, very high staff absence and the challenges from rolling out the vaccination programme. The entire Trust continues to pull together to ensure our service users continue to get a good quality service - as well as supporting our system partners with mutual aid where we can.

Our Trust values and leadership behaviours have never been more important to us – and each day we see examples of them being lived by all our dedicated Teams.

Recommendation (action required, by whom, by when)

Directors are asked to receive and discuss this report.

Regulation, legislation and compliance

CQC Impact on key lines of enquiry:	Well-led
Financial Implications:	Non delivery of transformation programme and KPIs will have a direct impact of the funding for the Trust
Equality Analysis:	COVID continues to effect particular groups of staff who are shielding and or from key risks groups such as BAME and as such ensuring risk assessment and response plans are in place is essential. While the wider system focus has been on physical care there is a risk to that vulnerable group maybe effect more and delays in accessing care could compound the recovery of these groups.
Compliance Impact:	Compliance with Licence condition FT4 – NHS foundation trust governance arrangements

Risk Appetite

Risk assessment **Completed below / Not applicable** (delete as appropriate)

Risk Level >	Avoid	Minimal	Cautious	Open	Seek	Mature
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Key Elements v						
Financial / VFM:					G	
Compliance/Regulatory:				G		
Innovation/Quality:					G	
Reputation:				G		
APPETITE	NONE	LOW	MODERATE	HIGH	SIGNIFICANT	
Explanation of variance from general (G) risk appetite						
<p><i>The level of risk against each element should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.</i></p> <p><i>The content of this report is the property of Lincolnshire Partnership NHS Foundation Trust Document Control – Version 5 – May 2019</i></p>						

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