



Lincolnshire Partnership
NHS Foundation Trust

Report to:	Board of Directors
Date of meeting:	20 May 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

The Trust continues to hold regular engagement meetings with the CQC providing an open and transparent relationship. The CQC only inspect against the standards of care we want to provide for our patients at all times and therefore it can be argued that we should strive to always be inspection ready. However, in preparation for a future re-inspection of our services, the Trust is reviewing its practices and putting in place a range of actions so that we can provide assurance we are providing the desired standard of care and leadership.

2. COVID-19

The Trust continues to follow the government roadmap as the nation moves towards the further easing of restrictions. The Trust welcomed the downgraded status of the pandemic from a level 4 to level 3 classification. However, the threat from Covid is still very much with us - and we continue to ask staff to act vigilantly, to follow guidelines and exercise good practice around infection prevention and control. As a result I am pleased to report there have been no outbreaks in the Trust since February 2021.

COVID Vaccination Programme

Vaccinations continue to be offered to staff and the Trust is making plans for future vaccination programmes that will be delivered later in the year.

3. NATIONAL

The Government has set the legislative programme for the year ahead, with the NHS front and centre, setting out the biggest reforms to the NHS in nearly a decade in the wide-ranging Health and Care Bill.

The Government has also announced plans to continue to support the vaccine roll out, provide additional funding for the NHS, focus on prevention and reform the Mental Health Act. There was a renewed commitment to bring forward “proposals on social care reform”, later in the year however there was no detail on what these proposals would entail.

4. REGIONAL

East Midlands Alliance for Mental Health and Learning Disabilities

The Alliance continues to push forward on its collaboration work. An update on the progress to date is attached at Appendix A.

5. LINCOLNSHIRE

Integrated Care System

Work continues to progress the development of our Integrated Care System for Lincolnshire. Our focus is around how we will work together to best deliver the four aims namely: **integration of health and care services**; improving population **health** and reducing inequalities; supporting productivity and sustainability of **services**; and helping the NHS to support social and economic development.

We are still awaiting national guidance on some key areas such as for example, Provider Collaboratives and Governance infrastructure. Despite this we are making progress on all fronts to ensure we can realise our vision to provide better care for our population. Our focus has been around understanding population health and driving forward the Personalisation agenda.

The Mental Health, Learning Disability and Autism Partnership Group continues to meet monthly with strong engagement from such partners as the Police, the Local Authority and NHSE/I. We are in the process of agreeing our system objectives for 2021/22 as well as our longer term strategic vision for the system.

6. LPFT

Out of Area

Inappropriate Out of Area placements has remained at zero for Acute and Psychiatric Intensive Care, with good progress on length of stay for our wards. Cross divisional working and collaboration with the Local Authority on housing is continuing to enhance options to avoid admissions and supporting discharge.

Following the success of this programme, the focus is now turning to reducing the number of rehabilitation and other specialist out of area mental health placements.

Transforming Care: Learning Disabilities and Autism

Through collaborative development with the Lincolnshire CCG, investment has been agreed to expand the Transforming Care services in the Trust. This will include new specialist roles in the adult crisis and home treatment teams and the community forensic team, as well as significantly expanding the transforming care liaison team that will support the staff and teams across the trust to better support people with a learning disability and/or autism.

Community Mental Health Transformation

Following a successful bidding process, the Trust is now preparing to expand the community mental health transformation programme across another third of the county. This next stage

development will see the refocussing of our community mental health teams as specialist mental health services with patients with lower levels of need being transitioned into the new integrated place-based teams, primary care and community & voluntary services.

This will lead to our CMHTs having the capacity and capability to focus on a smaller number of people with the highest level of need and able them to provide a much more response service, leading to a maximum of a four week wait for treatment.

A task and finish group is now being established with our Clinical Directors and Associate Directors of Operations to redefine the criteria and transition points in and out of the CMHTs. It will take some time to fully implement this new way of working, but this is a key stage in the development of this programme of work.

New national investment in Lincolnshire's mental health services for children and young people

Following a joint bid, submitted by the Trust and Lincolnshire County Council's Children Service, the county has been successfully awarded significant new national funding to develop a new approach to supporting the mental health of children and young people (CYP) with complex needs. The funding from NHS England (Health and Justice) amounts to approximately £2.5million initially over the next three years and will provide a fantastic opportunity to shape our services to best meet the needs of children and young people in the county. This new approach will enable professionals across a number of partner agencies to work in a much more joined-up way to provide mental health care and support children and young people using trauma-informed practice. The new service will be phased in over the next three years to be fully implemented in 2023/24.

Maternal mental health hubs funding

NHS England is developing Maternal Mental Health Hubs across the country as part of their commitment to the NHS Long Term Plan. Lincolnshire has received funding and will be one of the 26 hubs offering maternal mental health, further expanding our perinatal offer.

Working in partnership with United Lincolnshire Hospitals NHS Trust (ULHT), this new investment will help us introduce new countywide support for women who have experienced birth trauma or loss, as well as expectant mothers who have a fear of labour (Tokophobia). It will offer women psychological support from a range of skilled staff and will be supported by a specialist mental health midwife.

International Nurses' Day

This month the Trust has celebrated international nurses' day recognising the invaluable contributions our nurses continue to make to our services. This year it has been particularly important to take the time to reflect on the work of our nursing workforce over the last year during the COVID-19 pandemic and the inspirational work they have done to support our local community. To celebrate the day the Trust shared a number of quotes and case studies from our nurses, as well as used this as an opportunity to promote nursing as a career in LPFT.

For our staff we have also been hosting a number of online webinars as part of our annual nursing conference. We have heard from important national and international speakers including Paula McGowan. Paula is a multi-award-winning activist who, following the avoidable death of her teenage son Oliver, has dedicated her life to campaigning for equality of Health and Social Care for Intellectually Disabled and or Autistic people.

Mental Health Awareness Week

This year's Mental Health Awareness Week took place between the 10 – 16 May, with this year's theme focusing on 'Nature'. Throughout the week the Trust has been sharing various resources on social media with a focus specifically on children and young people and the helplines available for all ages.

A number of services have also been sharing how getting out in nature can have a positive impact on people's mental wellbeing.

7. CELEBRATING SUCCESS

Staff Excellence Awards shortlist announced

After having to sadly cancel our 2020 staff excellence awards due to the pandemic, we are pleased to be able to celebrate our worthy finalists in a virtual ceremony that is taking place on 21 May.

We really hope that all those able to attend enjoy the ceremony and we look forward to recognising the amazing work that our staff do to provide great care each and every day.

Executive Analysis

I continue to be in awe of, and grateful for, all of the hard work that our staff continue to put in day in and day out to respond to Covid and to keep our services safe.

Our most pressing challenge is to ensure our people are rested and that they have the support they need to deliver on both the challenges and opportunities of recovery.

There are some real positive indicators of progress and investment being made in the Lincolnshire system, particularly around Mental Health, Learning Disability and Autism services. The Trust continues to work on our alliances, both within and beyond the Lincolnshire system, in order to deliver high quality sustainable services for the population.

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 and as such ensuring risk assessment and response plans are in place is essential.
Compliance Impact:	Compliance with Licence condition FT4 – NHS foundation trust governance arrangements

Risk Appetite

Risk assessment	Not applicable (delete as appropriate)					
Risk Level >	Avoid	Minimal	Cautious	Open	Seek	Mature
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>						
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