



Essex Partnership University
NHS Foundation Trust

HOSC UPDATE

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01 CONTEXT AND REVIEW 2020 - 2022

INTRODUCTION.

Essex Partnership University NHS Foundation Trust (EPUT) was formed on 1 April 2017 following the merger of North Essex Partnership University NHS Foundation Trust (NEP) and South Essex Partnership University NHS Foundation Trust (SEPT).

EPUT provides many community health, mental health and learning disability services for a population of approximately 1.3 million people throughout Bedfordshire, Essex, Suffolk and Luton.

The trust provides mental health and social care services for adults of working age, older adults, Tier 4 services for children and young people, learning disability services, perinatal services and community health services. The trust has 763 inpatient beds across 45 wards, 38 of which are children's mental health beds. Services range from primary care to specialised services.

During the pandemic EPUT was asked to provide Covid vaccination services to the populations for Mid and South Essex ICB and Suffolk and North East Essex ICB



BACKGROUND.



- Since 202, EPUT has been through considerable change as the new leadership has focussed on:
 - Establishing a safety strategy “safety first, safety always”
 - Cementing EPUT as a learning organisation
 - Creating a culture that is open where staff, patients and carers are encouraged to speak up
 - Responding to the pandemic – providing respiratory wards, delivering nearly 1.5m vaccines while maintaining access to services in challenging circumstances
- And all this in the aftermath of the HSE prosecution and in the context of the Independent Inquiry

2020/2021.

A new EPUT CEO (Paul Scott) was appointed in October 2020 with a mandate to modernise services and be a better partner in the health and care system.

A new “**Safety First, Safety Always**” strategy was approved by the Board in January 2021.

As well as the broader delivery of the strategy there was an urgent need to address the findings of the HSE prosecution leading to a focus on 4 areas:

- **Staffing** – increase rigour, oversight and risk management of staffing levels
- **Ligature** – better systems and processes, and an increased focus on managing ligature risk in context of the need for a therapeutic environment
- **Observations** – ensure better rigour and systems to ensure observation policies were consistently adhered to
- **Learning** – to ensure there was a culture, supported by systems and processes, to systemically learn from events



2020-2022.

PURPOSE AND STRATEGIC OBJECTIVES

Having established a clear focus on safety the new leadership team looked to future developments to improve services for patients, carers, their families and the wider community.

After extensive internal and external engagement a new vision, purpose, values and strategic objectives were launched in April 2022.

EPUT is currently developing a strategic plan which will deliver the vision and purpose

(O)(U)(R) PURPOSE

We **care** for people, every day.
What we do **together**, matters.

(O)(U)(R) VALUES

We **CARE**
We **LEARN**
We **EMPOWER**

(O)(U)(R) VISION

To be the **leading** health and wellbeing service in the provision of **mental health** and **community care**.

(O)(U)(R) STRATEGIC OBJECTIVES

We will deliver **safe**, high quality **integrated** care services.

We will **enable** each other to be the **best** that we can.

We will work together with our **partners** to make our services **better**.

We will help our communities **thrive**.



2020-2022 PROGRESS – STRATEGIC OBJECTIVES.

SAFE, EFFECTIVE, HIGH QUALITY, INTEGRATED SERVICES

- **Integrated Leadership** – joint posts with NELFT, Provide and Thurrock to provide integrated care for physical, mental and social care community services
- **Community Transformation** – >£20m of investment into community mental health nursing - building crisis teams, 111 services, and primary care nursing
- **Ward Safety Enhanced**
 - Staffing oversight and safer staffing programme with a focus on domestic and international recruitment and encouraging bank and agency staff to take on permanent roles
 - Environment enhanced to provide safe and therapeutic spaces – refurbished wards, ligature reduction - £20m (and growing) investment

WE WILL ENABLE EACH OTHER TO BE THE BEST WE CAN BE

- **A culture of speaking up** – Psychological safety: engagement champions, freedom to speak up, leadership engagement. An increased focus on creating an inclusive culture with staff network groups and policies to support equality of access to services
- **Organisational redesign** – “Time to Care” major piece of work to modernise systems and processes, deploy tech and create new roles. Releasing time to care for clinicians, enhancing recruitment and retention.
- **Learning and education** – Creating a pathway for new staff to join via apprenticeships, the kick start scheme and a greater focus on training with the establishment of new schools

2020-2022 PROGRESS – STRATEGIC OBJECTIVES.

WE WILL WORK TOGETHER WITH OUR PARTNERS TO MAKE OUR SERVICES BETTER

- **MSE Community Collaborative** – including a number of initiatives eg virtual wards, urgent care, provision of Lighthouse Children's Services
- **EOE MH Collaborative** – repatriation, better use of regional resources
- **Improved relationships** – within the wider health and social care system, working with Essex CC, police, voluntary sector and others

WE WILL HELP OUR COMMUNITIES TO THRIVE

- A partnership with **Anglia Ruskin University** with the establishment of a digital innovation hub – working collaboratively across the wider Essex community
 - Giving patients and carers a voice with a focus on learning from lived experience and **co-creating** with service users and their families, carers and wider networks with initiatives like **Family Group Conferencing**
 - **Apprenticeships** – supporting local people to start a career at EPUT with training and development
 - Employment services in partnership with **Enable East**
-

LEADERSHIP AND INFRASTRUCTURE



BOARD

A refreshed executive team is now in place, maintaining mental health expertise, as well as skills and experience from local government, acute health and commercial sector. A strengthened non exec team including experienced clinicians and technologists.

SENIOR LEADERSHIP

There has been a major restructure of clinical services focussing on integrated care units for community mental health and physical health services. Many of these new appointments are joint appointments with our partners.

We have also invested in clinical leadership with Deputy Medical Directors and Deputy Directors of Quality. Significant restructures are complete or underway in our corporate services.

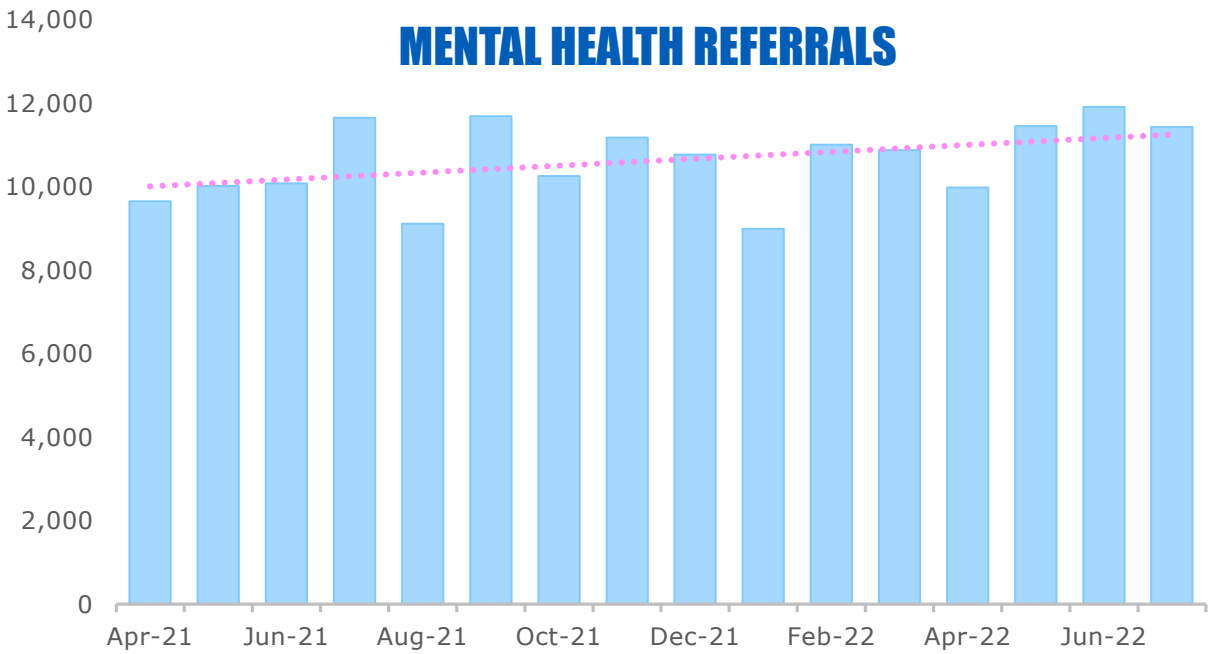
Over 80% of the leadership team are now new in post.

03 CURRENT PERFORMANCE

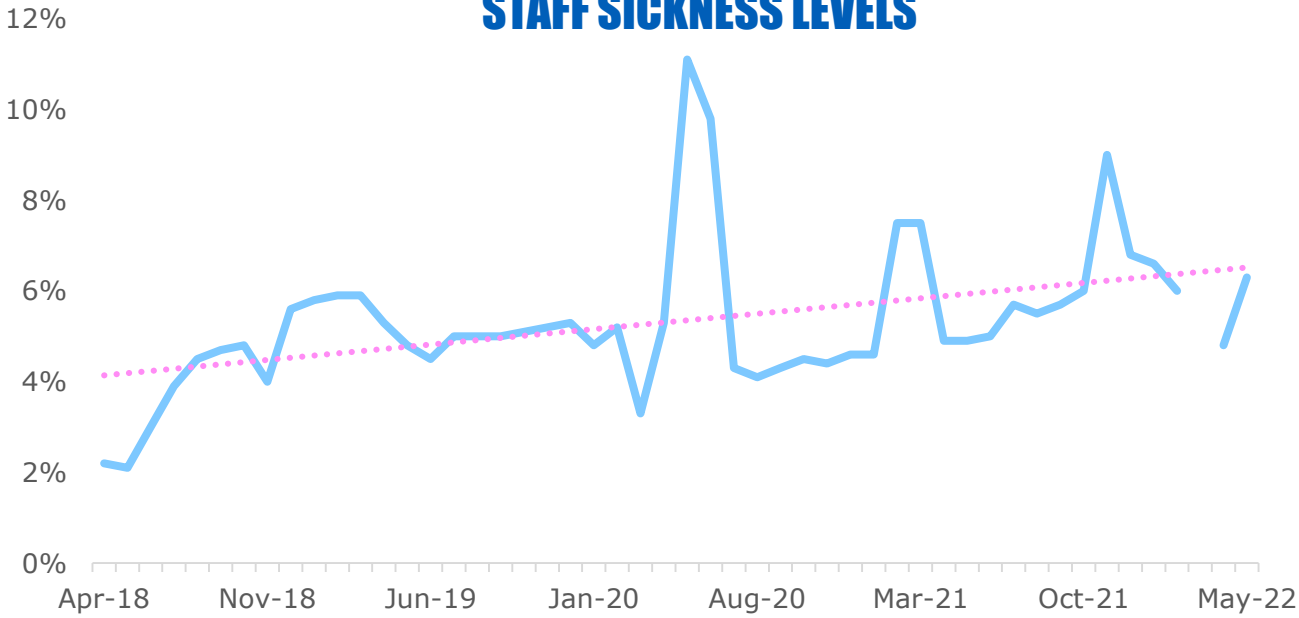


- Sustained demand
- Increase in complexity
- Staffing challenges

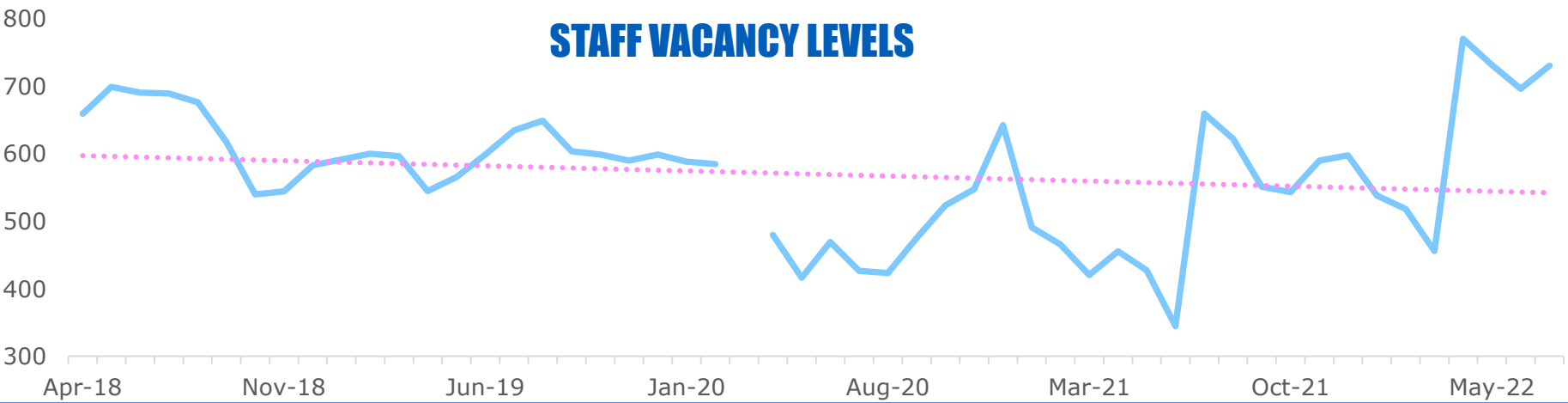
MENTAL HEALTH REFERRALS



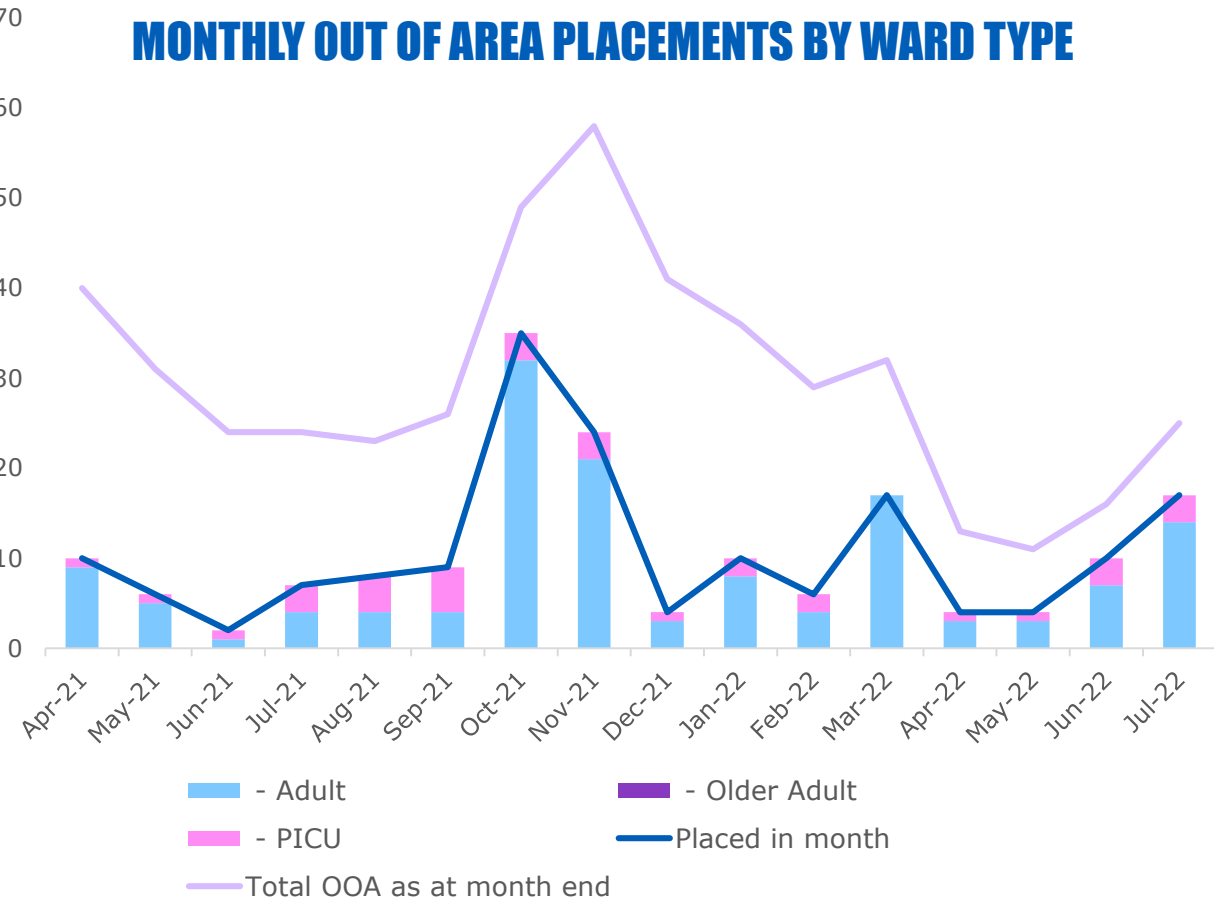
STAFF SICKNESS LEVELS



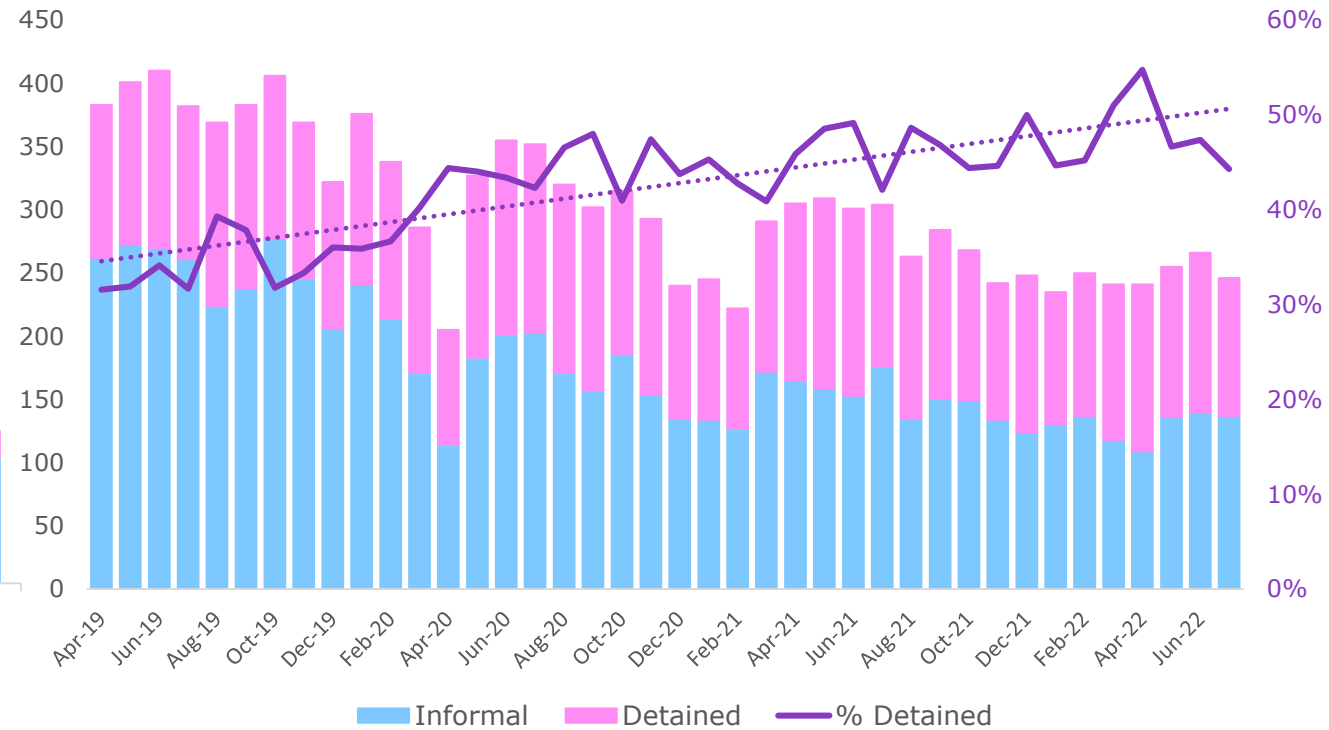
STAFF VACANCY LEVELS



MONTHLY OUT OF AREA PLACEMENTS BY WARD TYPE



MONTHLY MENTAL HEALTH ACT ADMISSIONS



04 FUTURE PLANS

RESPONDING TO THE CHALLENGES.

| AREA OF FOCUS | ACTION |
|--|---|
| SAFETY | Deliver the Patient Safety Strategy (Safety First, Safety Always) |
| | Culture of Learning Programme – cementing EPUT as a learning organisation |
| PEOPLE | Rolling recruitment programme – including international recruitment, bank and agency conversion etc |
| | Student recruitment |
| | Apprenticeship programme relaunch |
| | Time to Care Programme – focussed on supporting clinical teams to have more time to spend with patients |
| | Refresh and deliver recruitment and retention strategy ensuring we attract and retain the right people to deliver safe and high quality services |
| | Develop people commitments, strategic plan and employee experience roadmap |
| SYSTEMS AND PROCESSES/ INFRASTRUCTURE | Fully recruit to all finance, resources, strategy, transformation and digital systems teams so that EPUT is organised to deliver for patients |
| | Develop EPUT Strategy to deliver on the vision, purpose and values |
| | Develop Commercial Strategy to enhance the innovation and care that can be provided |
| | Develop Estates Strategy to ensure that EPUT is making the best possible use of their estate so that all resources are focussed on improving the care given to patients |
| | Deliver Interim Digital Strategy – ensuring the systems in place to allow the organisation to perform effectively |
| | Deliver on the Target Operating Model so that the organisation is focussed on delivery of patient care |

RESPONDING TO THE CHALLENGES.

| AREA OF FOCUS | ACTION |
|---------------------|---|
| DEMAND AND CAPACITY | Embedding care units (operational and governance structures that allow EPUT to better align resources to the safe and effective delivery of patient care) |
| | Development of individuals Care Unit Service strategies so that there is a clear focus on delivery of the vision and purpose |
| | Time to Care Programme – freeing clinical staff to focus on patient care |
| INDEPENDENT INQUIRY | Cooperate fully with the independent inquiry – encouraging staff, carers and service users to come forward and share their views |