



Essex Partnership University
NHS Foundation Trust

Thurrock Health and Wellbeing Overview and Scrutiny Committee

12 January 2023

EPUT

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1. BACKGROUND



- **Since 2020, EPUT has been through considerable change** as the new leadership has focussed on:
 - Responding to the priorities from the Health and Safety prosecution
 - Working with the Essex Mental Health Independent Inquiry which is investigating the deaths which took place in mental health inpatient facilities across NHS Trusts in Essex between 1 January 2000 and 31 December 2020.
 - Establishing a safety strategy “Safety First, Safety Always”
 - Creating a culture that is openness and
 - Responding to the COVID pandemic psychological safety for all
 - Staffing pressures and increasing demand for mental health services

2. VISION, PURPOSE STRATEGIC OBJECTIVES AND VALUES

In 2021, EPUT's Board agreed a new vision, purpose, strategic objectives and values to improve services for patients, carers, their families and the wider community.

EPUT is currently developing a strategic plan which will deliver these which will be presented at our Public Board on 25 January 2023



PURPOSE

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



VALUES

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



VISION

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



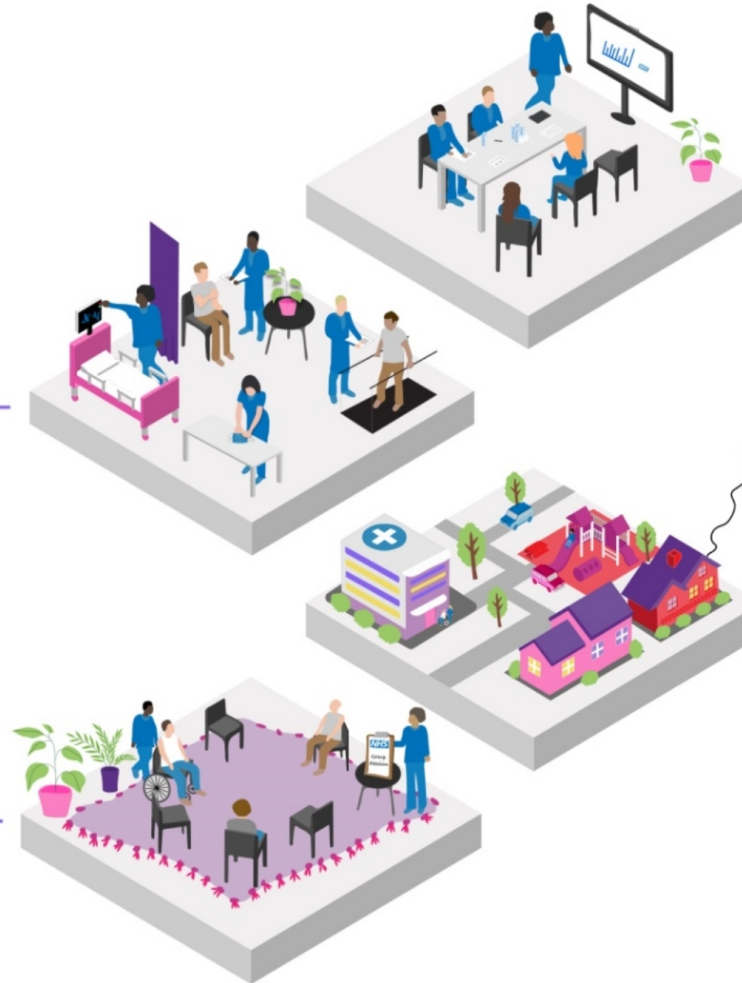
STRATEGIC OBJECTIVES

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**.



Progress – strategic objectives

1. Safe, effective, high quality, integrated services

Integrated Leadership

Joint posts with
NELFT, Provide and
Thurrock

Community Transformation

£20m of investment into
community services

Ward Safety Enhanced



£20m inpatient investment

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



A culture of
speaking up

TIME TO CARE

Time to Care



Learning and
Education

Progress – strategic objectives (cont.)

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

Mid and South Essex
Community Collaborative



A number of new initiatives

EOH MH Collaborative

Repatriation, better use of regional resources



Improved Relationships

4. We will help our communities to thrive



a.r.u. | Anglia Ruskin University

Partnership with Anglia Ruskin University



Co-creating with service users

enableeast
making improvements **actually** happen

Employment services in partnership



Apprenticeships
Supporting local people to start a career at EPUT

3. SAFETY FIRST, SAFETY ALWAYS PROGRESS

Safety First, Safety Always Strategy

- The care and safety of patients is our number one priority led by the Executive Team
- Safety Strategy **approved by Board in January 2021**; Progress updated January 2022; Next progress update March 2023
- Seven themes: **Leadership; Culture; Continuous Learning; Wellbeing; Innovation; Enhancing Environments; and Governance and Information.**

New Care Unit operating model – increased clinical, quality and safety leadership

- New operating model with defined Care Units with multi-disciplinary leadership teams
- **5 x new Deputy Directors of Quality and Safety, 5 x new Deputy Medical Directors**

New Patient/Service User Experience team

- Patient Experience team established with mandate to increase the voice of people with lived experience

Absconsions:

The number of absconds from wards at EPUT has **decreased by over 60% from 2019 to 2021.**

Prone restraint:

88% reduction in prone restraint since May 2020. (Safety First, Safety Always Board Report, Jan 2022)

Fixed Ligature:

- £20m investment in inpatient wards
- **32% reduction in fixed ligature incidents in 2021/22** compared to the previous year

LIGATURE RISK REDUCTION

Key quality actions taken

- EPUT is implementing a **four part action plan on ligature risk reduction covering:**
 - Governance and working practice;
 - Environment;
 - Workforce; and
 - Training and Learning.
 - **Quarterly Ligature reports are shared with the Trust Quality Committee and Trust Board of Directors** to provide assurance reporting and risk escalation.
 - **Since 2020, EPUT has invested £20m in improving its inpatient wards**, this has included extensive improvements which reduce the risk of fixed point ligature.
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4. RESPONSE TO C4 DISPATCHES

Key Messages

- The care and safety of patients is our number one priority.
 - EPUT took immediate actions to ensure patient safety on Willow Ward and Galleywood Ward (the two wards identified by the production company) including ward visits, staffing reviews and clinical reviews.
 - We understand how distressing these allegations are for patients, their families and carers.
 - We have commissioned a full internal inquiry and have informed our regulators, safeguarding partners and partner organisations, and will continue to work with them and keep them updated on the actions we are taking as a result. Where this investigation has identified potential misconduct we have instigated our conduct procedures.
 - Over the 3-month period of undercover reporting, EPUT cared for service users on Willow Ward and Galleywood ward which included residents from Thurrock, Southend and Essex.
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RESPONSE TO C4 DISPATCHES (cont.)

Key quality actions taken

- Enhanced management oversight and on-site presence is in place including Executive Director presence
- Established a standalone process for the triage and handling of service user, family and carer contacts in relation to the programme via our PALS and Complaints teams.

Existing workforce actions

- Since January 2022, we have appointed over 100 health care assistants (with over 60 enrolled on our apprenticeships) in alignment with safer staffing recruitment practice
 - We have also taken on over 600 colleagues to our bank of staff working with us on a regular basis and we have appointed over 1000 new starters including over 150 bank to permanent new joiners.
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SYSTEM RAPID QUALITY REVIEW



Rapid Quality Review – 14 December 2022

- Called for by EPUT
- Chaired by Anthony McKeever (CEO of MSE ICB) on behalf of HWE, MSE, SNEE Integrated Care Partnerships (as required by national guidance) with representatives of Thurrock, Southend and Essex Local Authorities, Healthwatches and other key stakeholders including regulators invited
- EPUT's Action Plans and Assurances reviewed and supported by multi-agency representatives

Ongoing/Future Oversight

- Further Rapid Quality Review in February
- Monthly Quality Together oversight meetings
- Weekly Safety Huddle of Chief Nurses

GOVERNANCE



EPUT is leveraging its existing governance structures to oversee its response to the findings.

Internal

- Accountability framework as mechanism for oversight
- Inpatient clinical support group with multi disciplinary attendees
- Clarity of process, reporting, data and accountability
- Output measures

External

- Weekly safety huddle
- Oversight quality group



5. TRANSFORMATION ACTIONS

Strategic Plan:

- Trust and Care unit plan to deliver vision, values and strategic objectives
- Extensive engagement with staff, service users and partner organisations
- To be endorsed at **Public Board on 25 Jan 2023**

Focus on flow and capacity

- New Mental health urgent care department at Basildon in **March 2023**
- Multi agency discharge Event taking place **13 January 2023**

Time to care

- **Launched summer 2022**
- Looking at everything we do from staffing to data with patients and their care at the centre
- Working with service users to create a model of care that allows clinical time with patients to be prioritised

Safety Strategy

- **Launched January 2021**
- Continued focus on the key areas of staffing, ligature, observations and learning co-created with service users
- Future focus on imbedding learning and improving patient safety data
- Involvement with National Lead for the inpatient mental health quality programme

6. IMPROVEMENTS FOR THURROCK RESIDENTS

- Jointly appointed Delivery & Partnership Director appointed April 2022 linking EPUT and TBC strategy and operations
 - Increased leadership visibility across Thurrock sites with new nursing, medical and operational leads
 - Progressing development of Better Care Together Thurrock strategy
 - Using human systems learning experiments as enablers for improvements to care for those experiencing housing/homelessness and mental health crisis
 - Progressing rollout of open dialogue for Thurrock residents experiencing mental health crisis
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7. NEXT STEPS

- Continued oversight through monthly Quality Together meetings (with 3 x ICB Chief Nurses) and weekly safety huddles
 - Launch of trust strategic plan in January
 - Second Rapid Quality Review Meeting in February
 - Second annual progress report on Safety First, Safety always in March
 - **Offer to present progress on safety strategy to HWOSC following EPUT March Board meeting**
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