



Essex Partnership University
NHS Foundation Trust

Thurrock Council Health and Wellbeing Overview and Scrutiny Committee

11 January 2024

EPUT

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1. About EPUT



- Essex Partnership University NHS Foundation Trust (EPUT) provides **community physical and mental health services** to the populations of Essex, Thurrock and Southend as well as in Luton, Bedfordshire and Suffolk
- EPUT operates across **three Integrated Care Systems**: Hertfordshire & West Essex, Mid & South Essex and Suffolk & North East Essex
- Since 2020, EPUT has been through **considerable change** as the new leadership team has focussed on:
 - Responding to the priorities from the Health and Safety prosecution
 - Working with the Essex Mental Health Independent Inquiry
 - Establishing a safety strategy of “Safety First, Safety Always”
 - Creating a culture that is open and psychologically safe for all – patients, families, carers and staff
 - Managing staffing pressures and increasing demand for mental health services

2. Our vision, purpose, strategic objectives and values

New strategy launched in early 2023

- Aims to improve services for patients, carers, their families and the wider community
- Developed through wide ranging engagement and informed by what matters most to local people

OUR VISION

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



Four strategic objectives

We will deliver safe, high quality integrated care services

We will work with our partners to make our services better

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

We will help our communities to thrive

3. Safety first, safety always

Safety First, Safety Always Strategy

- **Care and safety of patients is our number one priority, led by the Executive Team**
- Safety strategy approved by the Trust Board in January 2021 and updated in 2023
- Seven themes: leadership; culture; continuous learning; wellbeing; innovation; enhancing environments; governance and information

Leadership

- In our **ambition to be an industry leader in patient safety**, our staff are advocates for Safety First, Safety Always throughout the organisation
- **Leadership in patient safety takes place at all levels of the Trust** – from ward to board – ensuring patient safety is everyone's responsibility

Culture

- Continue to **build our environment of Safety First, Safety Always**, incorporating a **Just Culture** to drive a workplace of safety for patients and of physical & psychological safety at work for our staff
- **Creating an ethos of strong accountability – but not of blame** – has encouraged staff to speak up, raise concerns and report incidents

Governance

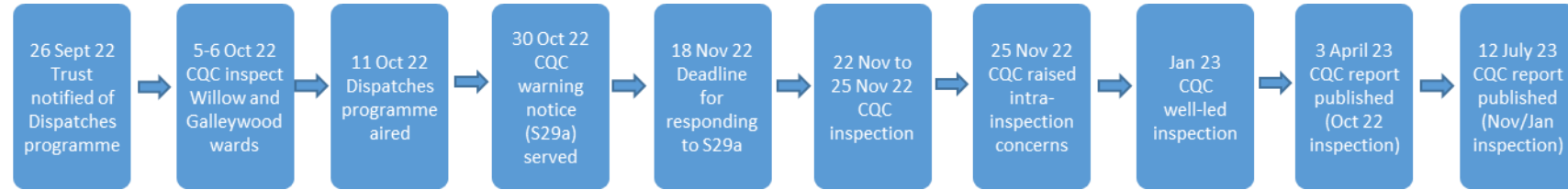
- The foundations of a safe organisation are built on **solid governance, process and access to information**
- Focusing on **providing decision makers** across the organisation **with access to as near to live data as possible** to support data driven decisions and **allow decisions to be made as locally as possible**

4. Working with the Care Quality Commission (CQC)



We welcome regulatory inspections as an opportunity to gain independent insight into our operations

We routinely incorporate recommendations from inspections into continuous safety and quality improvement programmes



- **Care Quality Commission most recently inspected** Trust services **in November 2022 and January 2023**, visiting six mental health and learning disability services
- **Latest report published on 12 July 2023 changed EPUT's overall rating to *Requires Improvement*** from *Good*
- Based on CQC recommendations, we **continue to make improvements to the safety and effectiveness of our services** and the care we provide, including:
 - **Improving 'regularity' of temporary staff** working on inpatient wards
 - **Rolling out e-observations across our inpatient wards** and ensuring patients understand the use of the Oxevision remote monitoring system
 - **Increasing meaningful activities for patients in inpatient wards** and removing blanket restrictions on patients
 - **Introducing six new night site manager roles** to enhance clinical leadership and oversight at night

5. Responding to the CQC report



Comprehensive quality improvement plan sets out everything we will do to address the issues raised

Staff are fully involved in the design of the plan and how we make improvements in our services which are sustainable

- **We are committed to making lasting improvements** that our patients and people who use our services deserve
- **We have invested in a new approach to responding to CQC inspections and reports** with significant involvement from our front line teams
- **Our plan is driven by continuous improvement** and separates required actions into two categories:
 - Those where there is an **obvious and rapid solution**
 - **Those which need more in-depth work** to understand and address the underlying causes
- **We analysed the CQC report and grouped findings into five themes**, focused on providing safe, effective and compassionate care:

Governance
and culture
of learning

Clinical care

Staffing

Environment
and
equipment

Technology
and data

6. Care Quality Commission inspections and report

CQC identified 73 actions we must take following the most recent inspections in November 2022 and January 2023

We introduced a new approach to responding to CQC inspections and reports with actions locally agreed and owned by staff

Our quality improvement plan has 275 sub-actions we must complete to fully address the CQC requirements

Over a third of these sub-actions are complete and going through our check and challenge process

Many improvements made, including in medicines management, data quality, ward safety and staffing levels

Positive feedback received in a recent CQC visit to adult wards

- **Trust Executive Team has full oversight and scrutiny of our Quality Improvement Plan** – including weekly review and detailed monthly report
- **External oversight of progress** – reporting to Mid and South Essex ICB and providing updates for local authorities
- **Significant focus on sustained learning** – using a quality assurance framework to share and act on findings
- **New Quality Assurance Framework** – including a cause analysis tool to fully identify and address root causes

7. Key priorities and progress

- **Trust Executive Team has full oversight and scrutiny of the plan** – weekly review and detailed monthly report
- **External oversight of progress** – reporting to Mid and South Essex ICB and updates planned for local authorities
- **Significant focus on sustained learning** – using a quality assurance framework to share and act on findings
- **New Quality Assurance Framework** – including a cause analysis tool to fully identify and address root causes

Addressing sleeping on duty – supporting staff to follow correct policies and procedures

Reducing vacancies – over 500 new colleagues have joined us since April 2023

New shared electronic patient record - working with system partners to select supplier

Progressing our Time to Care programme – freeing staff to spend more time with patients and people who use our services

Introducing clinical site managers in inpatient units – providing clinical leadership and support to staff and patients

8. Reducing fixed ligature incidents

Work across our wards and buildings has already seen a 30 per cent reduction in fixed ligature incidents. Our ambition is to have no fixed ligature incidents in any of our sites

- **Four-part action plan on ligature risk reduction** covering:
 - Governance and working practice
 - Environment
 - Workforce
 - Training and learning
- Quarterly ligature reports shared with Trust's Quality Committee and at public Board of Directors meetings
- **£20m investment in improving inpatient wards since 2020**
 - Creating **safe and therapeutic spaces**
 - Extensive improvements **to reduce fixed point ligature risk**



9. Acute adult/older adult mental health inpatient service configuration

We have around 370 acute mental health inpatient beds for adults and older adults across Essex, including Thurrock and Southend



- Committed to ensuring that **any inpatient admission has a clearly defined and recorded purpose**
- Developing our inpatient workforce model to **maximise the therapeutic impact of each and every admission**, as part of our Time to Care programme - subject to funding
- Achieved in part by **investing:**
 - Ensuring **sufficient staff from each profession** are allocated where most needed
 - **New digital systems and different ways of working** on the wards
 - **Significantly reduced vacancy rates** and turnover rates
- EPUT inpatient services form **part of a developing mental health system:**
 - ICBs collaborating to **improve admission prevention and community support pathways**
 - **Optimal service configuration** across whole system
 - Prioritising inpatient care for people who will benefit the most

10. Supporting people in mental health crisis



Our new mental health urgent care department in Basildon provides care for people experiencing mental health crisis in a calm and therapeutic space

- New department developed jointly with health and care partners across mid and south Essex (MSE) with **MSE system investing over £5million**
- Department opened in March 2023 and has already cared for over 1,400 people
- Provides an alternative for people in mental health crisis to acute hospital A&Es:
 - **Many attendees leave the department within 5 hours**, with a care plan in place
 - Far fewer are admitted to an inpatient facility as a result
 - Seamless transition to mental health crisis and liaison teams; and close links to housing and social care
- Supports the whole MSE health and care system by:
 - **Improving the flow of patients** through the urgent care pathway
 - Helping **reduce acute ambulance handover time**
 - Allowing clinicians more time to make the right decisions for people's needs
 - Helping **reduce A&E 12hour trolley wait breaches by over 90%**
 - Helping resolve issues which can lead to repeat attendances at A&E departments



11. Supporting people in mental health crisis

Mid & South Essex mental health joint response vehicle launched in April 2023

- Joint initiative between EPUT and the East of England Ambulance Service (EEAST), supported by Mid and South Essex Integrated Care Board
- Vehicle is ready for call outs from **1pm to 1am, seven days a week**
- Staffed by an EEAST ambulance clinician and an EPUT mental health specialist



- **By mid December 2023, the service had supported 1,160 patients** - average of five a day:
 - 636 face to face interactions
 - 524 telephone advice calls
- **Of the 636 people seen face to face, over 83% were cared for at home or in the community** and did not need to be taken to an acute hospital A&E or the Mental Health Urgent Care Department

12. EPUT in Thurrock

Our workforce

- Partnership working with the University of Essex and Anglia Ruskin University to attract students to study for health and care qualifications/support trainees undertaking preceptorship with us
- All students who completed a placement with us will receive a job offer on qualifying
- New agreement in place to recruit jointly with Thurrock Council and NELFT for roles in community health, mental health and social care
- Low sickness rates and high levels of training, appraisal and supervision compliance

Our services and supporting our communities

- Joint project with Thurrock Council as part of the Enhanced Housing First and Complex Housing Intervention Team to support local people with mental health conditions who have challenging housing needs – supporting people to find and retain a home
 - Working together to support people to “wait well”
 - Improving ways for patients to address and resolve issues locally – including working with Thurrock Coalition Wellbeing Involvement Network to review people on caseloads/ensure support remains relevant and appropriate
 - Developing multi-disciplinary/multi-agency integrated neighbourhood teams in each Primary Care Network to take responsibility for individuals’ care planning
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13. The Lampard Inquiry

THE LAMPARD INQUIRY

- **We welcome Baroness Kate Lampard's appointment** as Inquiry Chair
 - It is vital that patients, families and carers get the answers they deserve
 - **We remain committed to working with the Inquiry** to deliver on the scope and terms of reference that are now established
 - Our approach continues to be based on **co-operation and transparency**
 - **Independent support is available for patients, families and carers** who want to give evidence and/or who are affected by the content of the Inquiry
 - **Comprehensive support is in place to inform and encourage staff to give evidence**, and to help them with any personal impact they experience as a result
 - We expect the revised terms of reference to be announced in early January
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14. Other recent news from EPUT services



- **EPUT has launched the first inpatient drug and alcohol detox service in the east of England**, helping adults living with addiction to detox with specialist support
- **New *By Your Side* service supports people who've experienced a perinatal loss**, supporting people in pregnancy or with a baby up to one year old
- **South East Essex and West Essex community and mental health services are working closely with local GPs and acute hospitals** to integrate with the acute discharge teams and provide more proactive care for people in the community
- ***Ready, Steady, Go* service is rolling out to paediatric services across the health system** to help young people transfer smoothly to adult services
- **Over 500 new colleagues have joined us since April 2023** – vacancy rates are down by a third since May 2023; staff turnover is 9.4% - pre-pandemic level

Recent awards successes

- **Electronic frailty care coordination system (run with ICS partners)** won the Data-Driven Transformation category at the HSJ Awards in November 2023
- **Mental Health Urgent Care Department in Basildon** shortlisted for four national awards
- **Two EPUT nurses won awards at the 2023 Zenith Global Health's Global Health Awards and Summit**, winning the Rising Star and special recognition awards

