



Essex Partnership University
NHS Foundation Trust

Southend City Council People Scrutiny Committee

30 August 2023

EPUT

CONTENTS



1 About EPUT

3 Safety first,
safety always

5 Responding to
the CQC report

7 Supporting
people in mental
health crisis

2 Our vision,
purpose, strategic
objectives and
values

4 Working with the
Care Quality
Commission (CQC)

6 Key priorities
and progress

10 Supporting
neurodiverse
people

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

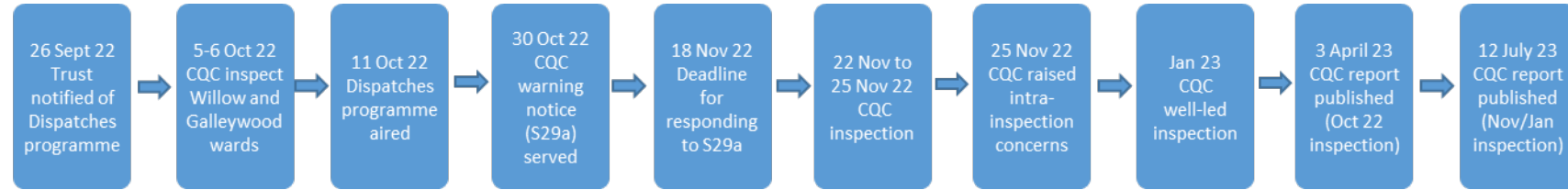
- The foundations of a safe organisation are built on **solid governance, process and access to information**
- Focusing on **providing decision makers** across the organisation **with access to as near to live data as possible** to support data driven decisions and **allow decisions to be made as locally 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. 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 – including over 220 international recruits filling roles in inpatient units

New shared electronic patient record - working with system partners to agree funding

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

7. Supporting people in mental health crisis

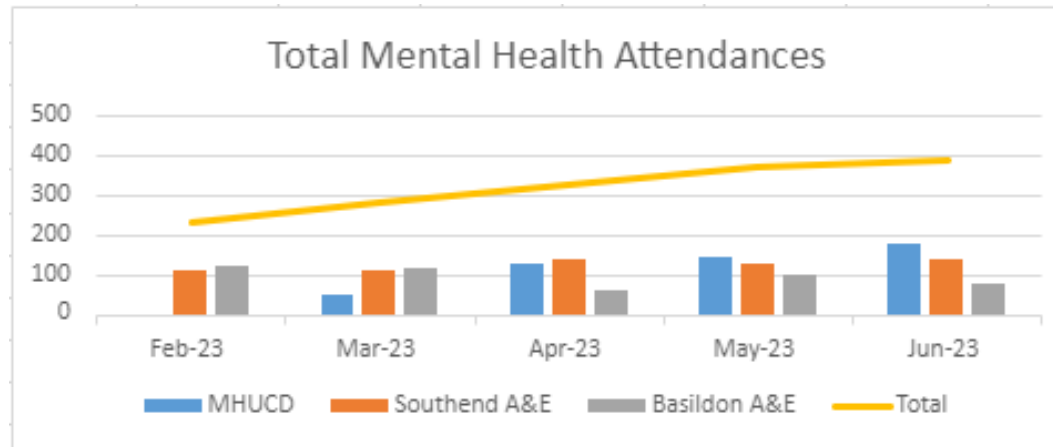


Our new mental health urgent care department in Basildon provides care for people experiencing mental health crisis in a calm and therapeutic space

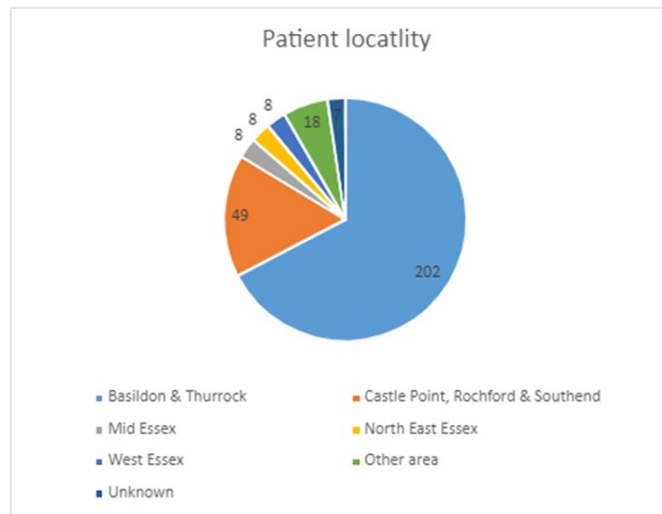
- New department developed jointly with health and care partners across mid and south Essex (MSE) with **MSE system investing over £5million**
- Department opened in March this year
- Provides an alternative for people in mental health crisis to acute hospital A&Es:
 - **Many attendees leave the department 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



8. Supporting people in mental health crisis



- From mid March to the end of June, over 450 people were cared for in the department
- Mental health attendances at the **main A&E at Basildon Hospital fell by up to 50%**



In June, almost 20% of attendees were from the Southend area, up from 13% in April

9. Supporting people in mental health crisis

Mid & South Essex mental health joint response vehicle launched on 24th April

- 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



- **At the end of July, the service had supported 502 patients** - average five a day:
 - 254 face to face interactions
 - 248 telephone advice calls
- **Of the 254 people seen face to face, over 80% 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

10. Supporting neurodiverse people

Helping and involving neurodiverse people to use our services

- **Offering longer appointments** to help with communication and understanding, or **shorter appointments** if appropriate to help reduce feelings of being overwhelmed with information
- **Offering appointments at quieter times of day or week** and **finding quieter spaces in our buildings for appointments** to provide a calmer and less overwhelming atmosphere
- **Preparing people to be ready for building noises** like fire alarm tests
- Working with health and care partners on **further adjustments** for people if this will help
- Supporting the **Lighthouse Parent, Carer and Young Person Network**, open to all parents, families and young people who use services at the Lighthouse Childhood Development Centre

Ensuring our staff are fully aware of how to support neurodiverse people

- **Supporting staff to complete the Oliver McGowan training** on learning disability and autism so that everyone is fully aware of what is helpful for people with neurodiversity
 - **Providing bespoke in-house training** to address staff concerns and support staff in providing the best and most appropriate care
 - Using our **equality impact assessment framework** to ensure any service developments or changes take the needs of neurodiverse people into account
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11. Ensuring our staff are neurodiverse aware



Oliver McGowan training on learning disability and autism

- We are fully committed to ensuring that our staff, both clinical and non-clinical, know as much as possible about the needs of autistic people and people with learning disability
- We are the lead Trust for delivering the Oliver McGowan training programme across the mid and south Essex care system:
 - Dedicated team being put in place to help deliver the programme
 - Team will include an expert by experience
- National target is for 10% of staff to complete online and group training by the end of March 2024
- Target then increases to 30%