

**Report to:** Board of Directors (Public)  
**Paper number:** 1.9  
**Report for:** Information  
**Date:** 20 May 2021  
**Report authors:** Various  
**Report of:** Angela McNab, Chief Executive  
**FoI status:** Report can be made public

**Strategic priority supported:** Early and effective intervention  
**Cultural pillar Supported:** We are connected

---

**Title:** Chief Executive's Report

---

### **Executive Summary**

This report provides updates on a number of key meetings with staff and external stakeholders and information on key national developments. In addition, this report provides news of internal events, media interest and details any use of the Trust seal.

### **Recommendations to the Board**

The Board of Directors is requested to:

- **RECEIVE** and **ACCEPT** the contents of this report for information.

## CHIEF EXECUTIVE'S REPORT

### GENERAL UPDATE

#### St Pancras Transformation Programme

##### New Inpatient Building - Highgate East

Enabling work by our builders BAM continues on the Highgate East site, at the moment it is centred on preparing the foundations. The projected completion date remains Spring 2023.

##### Lowther Road Integrated Community Mental Health Centre

Islington Council have granted planning permission for our Integrated Community Health Centre at Lowther Rd. So that the demolition of the current building can start this Summer, preparation is underway for the teams currently based there to relocate to the Southward Smith and Holloway Road buildings whilst the new centre is built. More detailed information on these temporary arrangements will be communicated shortly. The projected completion of the new building is expected to be Winter 2022 / 2023

##### St Pancras Site

Detailed work has now begun on the future of the St Pancras site. Key to this is the design of the new Trust facility, which will include UCL's new Institute of Mental Health. This work will go through a similar design process to the Highgate East and Lowther Road buildings and will include opportunities for Governors and other stakeholders to be involved. We are also supporting our development partner KCCLP, in designing a masterplan for the site that takes account of the new Moorfields Eye Hospital, Project Oriel. Finally, with our estates and clinical teams the Trust is also working through how we maintain services and most importantly service user safety during the construction on the site. Greater detail on all areas of this work can be expected later this Summer.

### ORGANISATIONAL UPDATE

#### Staff Covid Vaccinations / Covid-19 Vaccine Update

As of 4 May 2021, we have managed to vaccinate 1361 (77%) of our staff. This includes 631 (66%) of our ethnic minority, non-white frontline staff. As we moved into April the focus shifted to offering 2<sup>nd</sup> doses to our staff, with 1<sup>st</sup> doses still available on an individually arranged basis. Work to increase uptake for the 1<sup>st</sup> dose is still ongoing with targeted information including all-staff communications webinars. We are also working with managers and wider leaders within the Trust to supportive individual conversations with staff who were considering whether to have the vaccine or had not got around to receiving it yet. 132 staff having confirmed they are either unable or do not wish to receive their first dose.

The Trust has also made it a priority to vaccinate our service users with plans in place across all areas. We pleased to report we have been working with Primary Care Networks to support vaccination of our learning disabilities service users. In the community, we are working across all boroughs with community care coordinators identifying service users who are not engaging with primary care and supporting them to access the vaccine. At NCL system level, we are supporting homeless vaccinations with plans imminent to providing satellite clinic at Margarete Centre and Islington to follow.

## Community Mental Health Transformation Programme

This transformation programme is continuing at pace with a range of workstreams underway at the Trust level as well as across North Central London (NCL). In February NHSE confirmed that NCL's submission for Transformation Funding was successful. The recruitment of a range of new roles is taking place ahead of the launch of the new model in early implementer Primary Care Networks (PCNs) in July. Dedicated Project Managers for each borough have now started in post, as well as a dedicated Communications & Engagement Lead who will work across NCL. Following agreement across NCL to use DIALOG+ as a shared care planning and outcomes measurement tool by partner agencies, work is underway to implement this as part of the Digital & Estates workstream.

## Staff Survey results and action plan

The staff survey results for the Trust have been widely discussed at Board and Executive level, with a plan developed to address Trust-wide areas of concern and shared with staff via a recent webinar. This plan, which will be implemented in the next three/four months, includes the adoption of the Restorative Just Culture approach outlined above, starting with a review and re-write of relevant HR policies (including Disciplinary and Grievance) and the piloting of the approach within our Acute Division, to address concerns about Bullying and Harassment. Support materials and training are also in the process of being developed to support managers in holding career development discussions with staff (to address concerns about Equality, Diversity and Inclusion) and staff wellbeing issues (to address concerns in this area) as part of the appraisal process. Other initiatives include development of support for the physical health of staff, particularly in relation to Musculoskeletal issues resulting from home-working and providing more support for staff with disabilities in respect of reasonable adjustments.

## Serenity Integrated Mentoring (SIM) Service Paused

Following some concerns raised nationally we have paused the Serenity Integrated Mentoring (SIM) service. This service consists of a dedicated mental health worker and police officer who support a very small number of service users over a long period helping them with coping strategies when they experience a mental health crises. This service is aimed at people who frequently experience mental health crises and are often conveyed by the police to health based places of safety under section 136 of the Mental Health Act. We will be reviewing this model of care and will engage with our service users in gathering feedback.

## Hazel Fox wins our latest Star of the Month award

Congratulations to Hazel Fox, a senior nurse in our Memory and Dementia Navigator Service, who has been presented with our latest Star of the Month award for her work to support a patient living with dementia in the community. Hazel was surprised in a virtual team meeting this morning by Non-Exec Director, Mark McLaughlin and applauded by her colleagues.



## Council of Governors

The Council of Governors met last week on 11 May 2021. It was Prof Wendy Savage's last meeting as Lead Governor with the role passing to Governor Eric Crossfield. We thanked Wendy for her enormous contribution and support of the Trust over the last 9 years and welcomed Eric to his new role. Hagir Ahmed was also thanked as she stood down as Deputy Lead Governor, with Rob Drummond and Olga Cecilia Farach elected to Deputy roles for the next two years. An updated membership for the Governors' Nominations &

Remuneration Committee was also notified and it was noted that work was on-going to recruit members to refresh the Governors' Steering Committee.

The Council of Governors agreed with the recommendation of its Nominations & Remuneration Committee on the steps that will be taken to promptly fill the NED vacancy on our Audit & Risk Committee and to replace Luisa Fulci on an interim basis.

The Council welcomed a NED 'in focus' presentation from Marcelle Moncrieffe and agreed the process for 2021 Governor Elections where 14 seats will be up for election.

## **MEDIA PROFILE**

### **Locally available mental health support**

The Ham and High carried a piece about a day of events to showcase what mental health support is available in our area. Two members of staff from C&I will speak at the event. See 9am entry in the following link for more details: [Ham&High: Our Community's Mental Health line-up, London | Hampstead Highgate Express \(hamhigh.co.uk\)](https://hamhigh.co.uk/ham-high-our-communitys-mental-health-line-up-london-hampstead-highgate-express)

## **TRUST EVENTS**

### **Celebration of Mental Health Awareness Week – 10-15 May 2021**

The theme of Mental Health Awareness Week this year was Nature. To celebrate this annual event that highlights the importance of looking after our mental health staff were invited to send photos, comments or mental health wellbeing tips on the theme of 'Nature' to our Communications Team for sharing with the Trust.

### **International Nurses' Day Celebration - Wednesday 12 May 2021**

#### **MS Teams meeting, 12-12.45pm**

Staff were invited to celebrate International Nurses Day and recognise our amazing, diverse nurses at a joint BEH and C&I online event. We heard from some of our nursing leaders and frontline staff about why they chose to join the nursing profession, took a look at the fascinating history of mental health nursing, reflected on current challenges, and looked to the future together.

## **STAFF APPOINTMENTS AND CHANGES**

### **AdeTola (Tola) Phillips, Deputy Director of Quality and Compliance appointment**

We are delighted to welcome AdeTola (Tola) Phillips (pictured right) as C&I's Deputy Director of Quality and Compliance. AdeTola started her role on Friday 9 April 2021.

As Deputy Director of Quality and Compliance, AdeTola will be helping to further the development of C&I's compliance and quality framework.



**Goodbye and best wishes to Dr Simon Adelman**

We'd like to wish Dr Simon Adelman all the best as he leaves C&I after more than 15 years. During that time, Dr Adelman has worked in Services for Ageing and Mental Health, spending 13 years as the Consultant on Pearl Ward and ECT lead for the Trust.

His Pearl Ward colleagues in particular would like to say thank you for his many years of dedication to patient care.



## **SERVICE VISITS**

Visit to all wards at the Highgate Mental Health Centre

## **CEO STAKEHOLDER MEETINGS**

- Mental Health Trust CEO Meeting
- Expert workshop on S136 Crisis Services
- NHSE London Region COVID19 meetings
- NCL Mental Health CEO meeting
- Chief Executive Working Group meetings
- Psychological Resilience Meetings
- Local Care Forum
- Chief Executive Cavendish Square Group meeting

## **USE OF TRUST SEAL**

There has been no report use of the Trust Seal since the last Board.