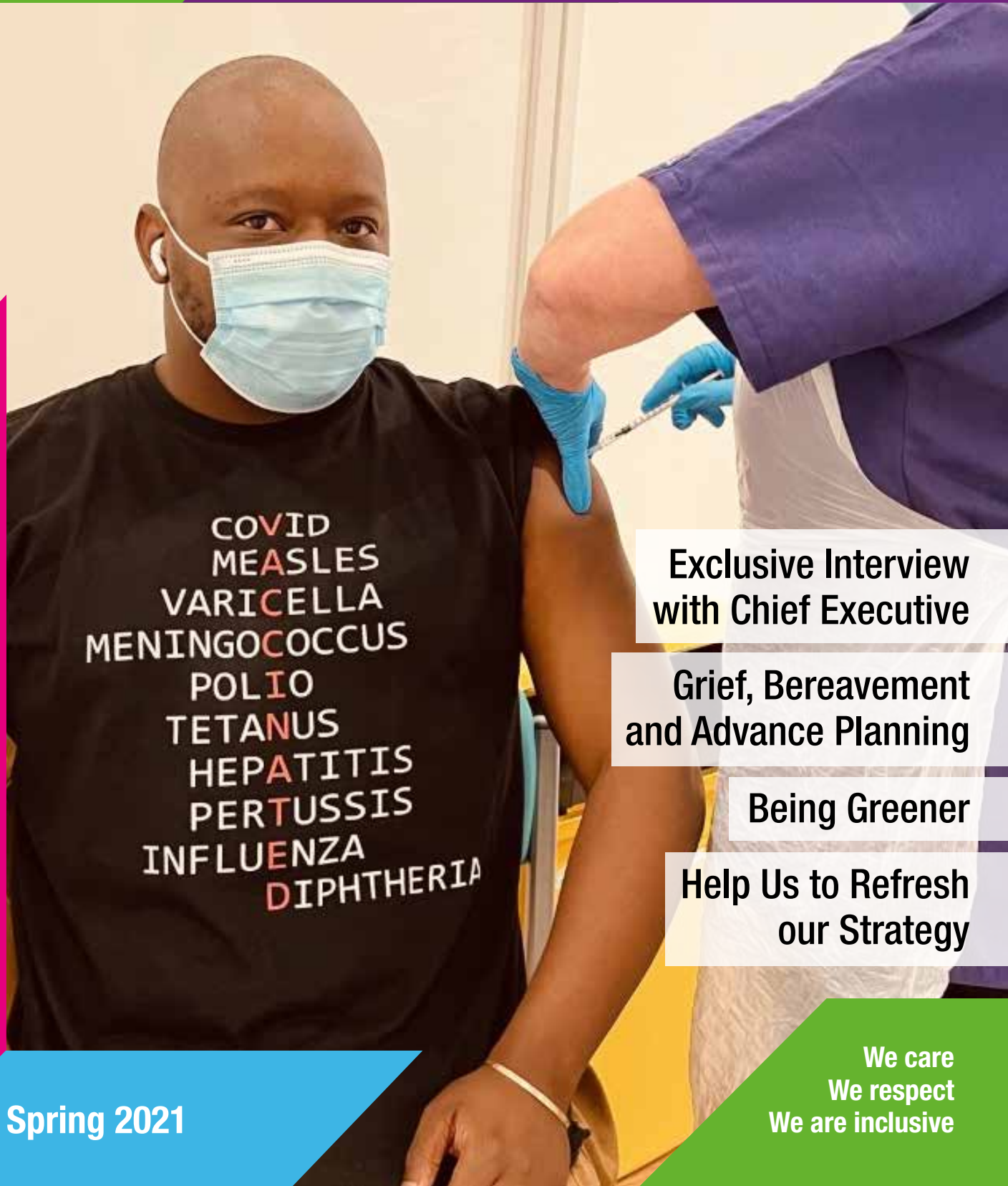


TRUSTtalk

Magazine for staff, members, volunteers and people who use our services



Exclusive Interview
with Chief Executive

Grief, Bereavement
and Advance Planning

Being Greener

Help Us to Refresh
our Strategy

Spring 2021

We care
We respect
We are inclusive



Paul Calaminus

Chief Executive **FOREWORD**

LIKE everyone else, I am heartened to see the country returning to normal with services opening up and people being able to come together in groups again, albeit, limited for the moment. We, of course, have to approach this cautiously, not least given the continued presence of the threat of new variants of COVID. Clusters of new variants have been reported so we have to take a measured approach as we go forward. Whilst we do so, I know that we will all be thinking of countries around the world that are currently experiencing waves of COVID and the impact that this is having for people in those countries and their family members here in the UK.

We have learnt a great deal about new ways of working during the pandemic and will want to apply that learning going forward. An example of this is

the way technology is helping us to do things smarter and add value whilst also reducing costs, reducing our carbon footprint and being kinder to the planet. In Newham, people can queue at home for their blood test using our electronic queuing system; four of our services are trialling Chatbots as an additional way for service users to communicate with their team; and we can now monitor our patient's heart rate (ECG) using a hand-held device that transfers the reading to their health records.

Dying Matters Awareness Week happened in early May. We have a feature on grief, bereavement and the importance of advance planning - to know what someone's wishes are before and after death. COVID has shown us that you sometimes don't get much warning when the end-of-life approaches, and that we need be brave and talk to

each other about choices and preferences.

Our Mental Health Transformation Programme is starting to show real change in the experiences of people with mental illness. We have an interview with the new Programme Director Viral Kantaria about this radical new approach to helping people get back on track and addressing background issues and strengthening support for them. Additionally, we have collaborated with London Ambulance Service and East of England Ambulance Service to give them access to patient's mental health crisis plans. This means that if called, the ambulance team can follow the agreed plan to get the individual to appropriate care

and support quicker.

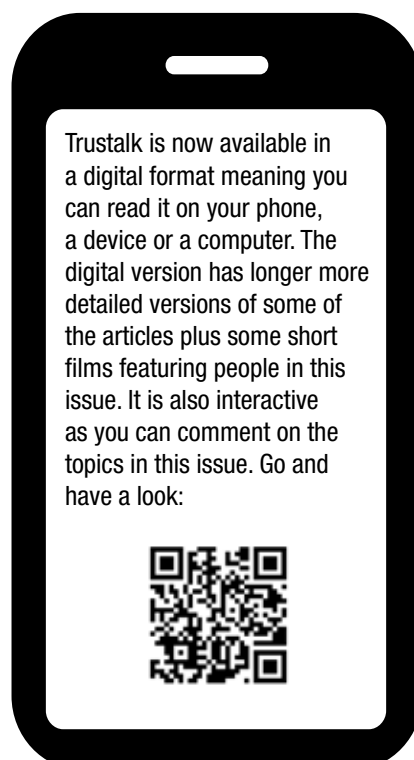
Amidst all the pressure staff have been under, we have been shortlisted for no less than nine national awards. We wish the relevant teams the best of luck as these award ceremonies take place. But they are already winners in our eyes.

Finally, you will see that there is an interview with... ahem, the new Chief Executive of the Trust - myself. Since the last issue of Trusttalk, I have been formally appointed as the Chief Executive. Our Head of Communication has put me in the spotlight to share some of my thoughts and aspirations. I feel incredibly honoured and proud to lead an organisation like ELFT and I look forward to working with our staff, service users, carers, governors and partners in the next phase of the Trust development.

Paul Calaminus, Chief Executive

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Trusttalk is now available in a digital format meaning you can read it on your phone, a device or a computer. The digital version has longer more detailed versions of some of the articles plus some short films featuring people in this issue. It is also interactive as you can comment on the topics in this issue. Go and have a look:





COVID Update - Lifting of Restrictions



THE lifting of restrictions and reduction in coronavirus rates in the UK is encouraging. However, parts of Europe are not faring so well, and reports from India, Brazil and other countries are concerning. The news reports are distressing for many who have family and friends in the affected areas. We are starting to see cases of new variants appear in parts of the UK. (Services based in Tower Hamlets and Bedford have been involved in surge testing.) And with travel options opening up, there is likely to be an increase in cases of coronavirus variants.

The advice remains the same for trying to keep transmission of infection low:

- Stay at home if you have loss of taste/smell, a high temperature and a new continuous cough over the last 24 hours. Find where your local testing centre is and book a test.
- Wash or sanitise your hands throughout the day – especially after travelling on public transport, handrails, door knobs/handles, lift buttons, cash machine or card reader and using buttons used by others.
- Wear a mask when using public transport, in shops, in pubs and restaurant until you are seated and in any areas where you are standing or sitting close to others.
- Keep your distance from others not in your usual social space. Think about whether hugging is vital or if a friendly fun elbow touch would work just as well.

Proceed with caution. We're not out of the woods yet and the pandemic continues to be a serious threat to many nations. We're not safe till we're all safe!

Modern Matron Graham Has Got the T-Shirt!

OUR Trusttalk cover star, Modern Matron Graham Manyere, feels so strongly about the benefits of vaccination, he's got the t-shirt - a t-shirt that shows a long list of infections that are no longer a threat to life due to vaccination. As a BAME Staff Network lead, he urges all colleagues to come forward to have their COVID vaccine when they are able to.

Graham contracted Coronavirus in December 2020. He says, "It was one of the most traumatic experiences of my life." He was distressed at finding himself bed-bound with no sense of taste or smell. He felt isolated being stuck in a room with no social connection to friends and loved ones and more importantly, not being able to physically embrace his son. He vowed he would get vaccinated to protect his family and friends from the virus as soon as he was able to.

Like many, he did have concerns about the speed that the vaccine(s) had been developed. *"I was initially sceptical about the vaccine, However, after sharing personal experiences with colleagues in our monthly BAME Network Webinars, and taking part in various Trust COVID Vaccine Webinars, my concerns lessened, my questions were answered and I felt reassured. I was pretty anxious while getting the vaccine as you can see from my picture. I'm literally stiff-faced as I have a phobia of needles! However, post vaccine I had no adverse reactions apart from a numb arm for a while. I feel reassured to be vaccinated and hopefully of eventually eradicating the impact of the virus"*

Graham empathises with people's anxieties and fears about having the vaccine. However, he feels the benefits of the vaccine far outweigh the impact and lasting effects of COVID-19. He goes on, *"BAME groups have been affected more than most by the virus. For me, it's important that we get vaccinated as that is the best way to ensure we protect ourselves, our communities and our families."*





COVID Vaccination Programme

88% of our staff have now been vaccinated with many now being called for the second dose of vaccine. Our aim is to have 90% of staff vaccinated by June.

Over half of the UK's adults have now been vaccinated. In Bedfordshire, Luton and Milton Keynes (BLMK) more than 431,000 of the local population have had their first vaccination. (Total Population 1m) 123,000

have received a second dose bringing the cumulative total to over 555,000. In NE London, 934,000 vaccinations have been given. (Total population 2m) Just under 90% of people aged 70 and over, and around 80% of people aged 60 to 69, in NEL have received at least one vaccine.

(Correct at time of writing)

Testing

ALL staff have been issued with Lateral Flow Test kits to test and upload their results twice a week. This will detect anyone who has contracted coronavirus but does not have any outward symptoms.

Additionally, the Trust is trialling LAMP testing – a less invasive method of testing that involves sending a saliva sample to a laboratory. It is a more reliable test.



Let's Talk About it

We have distributed 'I've had my COVID jab' badges to staff to be conversation starters. These indicate to colleagues, service users and members of the public that the wearer has had the COVID vaccine and so is able to talk through any reservations, questions or queries they have.

Join the COVID Vaccination Team – Be Part of History

AS the Lead Employer for COVID Vaccination Centres in North East London, we continue with activities to recruit and train staff to work in vaccination sites across the region. The vaccination programme will provide new jobs, training and opportunities, and will be the starting point for many to an NHS career. Once applicants have been accepted and been trained, they can book shifts that fit in with their lives.

To apply, go to:

<https://m.bankpartners.co.uk/northeastlondon/vacbank/>

We especially need Band 5 and 6 nurses so if you are a retired nurse or a nurse with some free time on days off, get in touch. It's a chance to try something completely different and be part of history!

Photo: Joanna Turner and Duncan Hall, ELFT staff who joined the Westfield Vaccination Centre Team



Selfie Mirror

A 'Selfie Mirror' has proved popular with members of the public visiting our Vaccination Centre in Westfield Stratford. Using a QR code, visitors can take a photograph of themselves which appear with ELFT branding, our Twitter name and the hashtags #NHSCOVIDvaccination and #Westfield StratfordVaccinationCentre. Visitors can then post their photo on Twitter as a way of promoting the COVID vaccine. It's a little bit of fun which has resulted in raising awareness about having the vaccine.

The national COVID vaccination programme is progressing well and the age cohort for people invited to come forward for their vaccine has been lowered week on week.

The centre has been administering the Astra Zeneca vaccine but it is move to the Pfizer vaccine. Current advice is that people under the age of 30 should be offered an alternative to the Astra Zeneca vaccine.

New Neighbours

THE Vaccination Centre at Excel Centre run by Barts Health is to move to Westfield at the end of May. Members of the public will then have two options to book their jab. Westfield Stratford is a highly accessible location and community hub.



COVID Q&A with Hajara Begum



HAJARA Begum who works with the Tower Hamlets People Participation team talks about the COVID vaccine: **Why did you decide to have the COVID vaccine?**

I believe I have a duty to protect myself, my family and everyone. We are all in this together and together we can beat it.

Vaccines will not

resolve all of our COVID-19 problems, but this will enable us to progress to a new normal without the current strict restrictions and get back to the things we all miss.

Did you have any reservations before making the decision?

At first, I was unsure, with all the information around the side effects of the vaccine and COVID itself, especially in my community (Bangladeshi) the lack of knowledge and the language barriers has prevented many coming forward.

Based on what we know about vaccines for other diseases and early data from clinical trials, experts believe that getting a COVID-19 vaccine will prevent further illness. I still feel that the benefits outweigh the risks.

Why do you think it's important that everyone in the community gets vaccinated?

Vaccines use your body's natural defences to build resistance to infections. They make your immune system stronger by training it to create 'antibodies' which fight off specific infections

We do not know the extent to which the COVID-19 vaccines will prevent individuals from being able to transmit the virus.

However, since they protect individuals from disease, we can be reasonably sure they reduce the likelihood of disease transmission. Therefore, you will protect others by getting the vaccine

What would you say to someone who is thinking of having the COVID vaccine, but are not sure?

The vaccines have all gone through the same rigorous testing regime as any other vaccine and all do the same thing; protect you from the symptoms of coronavirus and help save lives.

Based on what we know about vaccines for other diseases and early data from clinical trials, experts believe that getting a COVID-19 vaccine also helps keep you from getting seriously ill even if you do get COVID-19.

Getting vaccinated yourself may also protect people around you, particularly people at increased risk for severe illness from COVID-19.

Return to the Workplace

WHILST many staff have continued to work in the usual way on wards, in centres and undertaking visits where people live, many staff were asked to stay at home and work remotely, full-time or part of the time if their role allowed this. This was in line with Government guidance, and because it was safer and their work could be carried out effectively at home.

We have continued to request that staff in roles that can be done remotely, continue to work in this way for the moment. An ELFT roadmap has been developed setting out a measured way for staff to return to the workplace. It sets out guiding principles as each area of the Trust will have different needs. The roadmap will be supported by webinars for managers to understand responsibilities, determine service requirements and raise questions.

But we have learnt a great deal during the pandemic as we quickly adapted to remote working last year. The intention is to hold on to processes that worked, that were efficient, and proved to be more effective. Agile working was being gradually introduced in the Trust. The pandemic has accelerated the transition so we will be reviewing how and where staff work on a case by case basis.

Tree of Remembrance for Mile End Hospital



A magnolia tree has been planted in the Mile End Hospital garden to remember and honour those who have lost their lives to Coronavirus and those affected by the COVID pandemic.

The idea came from Clinical Psychologist, Dr Sheren Hayre who is based at Beaumont House at Mile End. She said, "Our team wanted a way to remember colleagues, service users, friends, family and community members who have died in the pandemic. Dying Matters Awareness Week took place from 10-16 May so it felt like a good time to make this happen. We thought it would be lovely to have a dedicated place in which anyone who finds themselves at Mile End Hospital and has been touched by COVID can go to have a quiet moment to reflect."

The tree has been planted in the centre of the garden space used by all services on the site. A Memorial Service is planned in the summer.

The Trust will be exploring ways to mark and commemorate the impact of the pandemic on other sites too.



Grief, Bereavement and Advance Planning

THE last 18 months have sadly brought worry, grief, and trauma to many. The pandemic has very much brought to the fore the importance of advance planning about end of life wishes, saying we love and value people, and of having sensitive conversations in good times.

Dying Matters Awareness Week in May focused on the importance of making plans for what you want to happen and finding out what loved ones want in terms of where they die, what is important to them in the final stages, organ donation, funerals, wills and care of children/pets/keepsakes.



Not Morbid - Time to Plan

Many people avoid such conversations as they are difficult and might bring sadness but there can be comfort in setting out what they want and how they want it; or in tying up loose ends and testing assumptions about who will do what. It can bring comfort and purpose amidst a time of difficulty. Some cultures are more open about the end of life with a clear defined process for what is to happen. Tower Hamlets Administrator Syed Ali sadly lost his father in May 2020. He said, "My dad once said to me if anything happens and if he dies, he would like me to lead the funeral prayer. I knew this was a huge task and responsibility. I felt privileged to lead the prayers for my dad, fulfilling his last wishes."

Brave Conversations

Judith Dimmock, Palliative Specialist MacMillan Nurse Bedfordshire Community Health Services, has become passionate about what is a 'good death' through personal experience in her family and working life. Not talking about people's wishes is a missed opportunity. She says, "As palliative care nurses, we need to be able to help individuals to plan future care, discuss wants and wishes

about that care, involving family and loved ones in those discussions, so that people are able to die with dignity in a place of their choosing, surrounded by those who love them."

Unfortunately, the Coronavirus pandemic has meant that the usual contact we would have with loved ones at the end of their lives has not been able to happen due to travel restrictions or visiting restrictions. Our usual response is to go to a loved one if we can - so many are dealing with the loss of someone they couldn't be with which is especially distressing. Tower Hamlets District Nurse Karen Griffiths sadly lost her brother in America in January 2021. She said, "It was difficult getting accurate information about his condition. The time difference was another factor. All we could do is watch him on a WhatsApp video call. So I hold on to my last memory of him in person - back home in Jamaica. I am glad that Jamaica was the last place we both met one last time."

Tracy Connellan, Ward Manager for Sally Sherman Ward at East Ham Care Centre said, "Losing a patient was a very rare event on our ward before the first wave of COVID. Patients stayed for a few months before discharge and the relationships we had with them and their families were crucial. But all that changed in March 2020 when, with colleagues on Fothergill Ward next door, we found ourselves looking after vulnerable patients with multiple health problems in the final stages of their life. It has been a privilege to support people at the end of their life journey."

Dr Lisa Dvorjetz, Macmillan Highly Specialist Counselling Psychologist in Bedfordshire advises on how to support someone who is bereaved. She says, "One of the most common things we hear colleagues, family

members or friends say following a death is that they don't know what to say to someone for fear of saying the wrong thing. The truth is that there is no right thing to say as it very much depends on the person and the situation. Just being there and listening is the best thing to do. Asking specific questions or paraphrasing what someone has just said is a way to show that you were listening and provide them the space to say what they want to say. Just having another person understand reduces anxiety levels and helps them to cope."

Claire Porter, Lead Nurse for Palliative Care in Bedfordshire, reminds us not to underestimate the impact on ourselves when supporting people who are bereaved. She says, "Following the death of a patient, I found it difficult to seek support at first as I felt this was something my colleagues deal with every day and I shouldn't feel upset. Actually, when I discussed this with colleagues, it was clear that I was not alone and that most of my colleagues had experienced similar situations where the death of a patient had affected them. I honestly believe it is key to be kind to ourselves, (as health professionals, relatives and friends) and take time to reflect and gain support after a difficult day, even when we think that it is something we 'should' be able to manage."

Emma Robinson, Community Nursing Lead in Tower Hamlets says, "Feeling regretful is often part of grief. My personal experience has made me realise just how vital communication and talking about death and dying is. I feel so privileged that my role now allows me to feel that I can make a difference in supporting people who are nearing the end of their lives, their families and those who are important to them."

Supporting People Coping With Bereavement

The below resources can help people who have been bereaved and advise on ways friends and family can support someone who is grieving the loss of someone.

- Marie Curie - <https://www.mariecurie.org.uk/>
- NHS Confidential Bereavement Support (operated by Hospice UK). Call 0300 303 4434
- Sudden - <https://sudden.org/covid-19-bereavement/>
- National Bereavement Partnership Org - <https://www.nationalbereavementpartnership.org/>
- Samaritans Call 116 123 free - <https://www.samaritans.org/>
- Good Grief Trust - <https://www.thegoodgrieftrust.org/>
- Cruse - <https://www.cruse.org.uk/>
- At a Loss - <https://www.ataloss.org/>



Creating Seeds of Change in Tower Hamlets



Photograph: Employment Specialist (and LGBTQ+ lead Fiona Lord)

IN 2019 the Darzi Seeds of Change Project took root on the Isle of Dogs in Tower Hamlets. The project began life in 2019 when Darzi Fellow and 'System Wanderer and Maven' Meera Kapadia, embarked on her Fellowship.

The Darzi Fellowship is a prestigious, high profile education programme designed to develop health leaders from multi-professional backgrounds in their ability to undertake complex change initiatives that have a profound and lasting impact on the communities they serve.

Meera wanted to create change by integrating quality improvement and coproduction with local communities driving change itself.

ELFT's Tower Hamlets Recovery College was one of eleven organisations taking part in this pioneering project.

The Barkantine GP Practice on the Isle of Dogs and participants from the eleven local health organisations worked alongside the community partners as equals allowing a 'three dimensional' view of the system to unfold.

To shape design and delivery, the project harnessed invaluable local collective wisdom and knowledge - from coproducing the project name, the design of the community engagement questions, to the thematic

analysis and report writing.

All the members were passionate about using community engagement to bring about real improvements to the local health system.

Meera describes how the project evolved: *"It is only when we work together in place-based care that we can really uphold the values of patient centred care."*

"We recruited over 20 local community volunteers and between us we spoke seven languages. The team truly represents the communities we serve."

"It includes people who have lived experience of mental and physical illness. We are also representative in terms of race, culture, sexuality and disabilities."

When we asked people, 'What matters to you?' by knocking on their doors, rather than asking them to knock on our doors, there was a fundamental shift in the power dynamics. We were able to find out about issues and concerns that had not been known about until then.

The team facilitated three door knocking events, and two World Café events on the Isle of Dogs just before lockdown in March 2020, and listened carefully to what local residents had to say about their experience of what makes for a good life locally.

They identified a huge range of social determinants of healthcare that influence wellbeing.

"These include everyday challenges, privacy provisions, issues around pharmaceutical and social prescribing as well as wider community issues such as knife crime and anti-social behaviour," explains Meera.

"These are all issues that impact on Population Health but until now would not necessarily have been part of the conversation around health."

"Overall, seven themes emerged, with an incredible forty volunteer offers to facilitated groups for the GP practice."

"Due to the pandemic, and the vital role of GP practices in vaccination, the project evolved to focus on the impact of the pandemic, in relation to two of the project themes – system navigation and improving services for children and young people, as of January 2021."

"QI expert Anna Burhouse says that quality improvement is 20% technical and 80% relational. One size does not fit all. The relational aspects of QI are so important."

"This project has proved to me is that by involving the community in planning and coproducing their own healthcare, we can have a really positive impact in so many areas."

Commenting on the involvement of ELFT's Recovery College in Tower Hamlets, Jessica Prakash said:

"Our college peer tutors are trained in the practice of coproduction. This means they know how to be assertive, and aren't afraid to challenge clinicians or health professionals in a constructive way, if necessary."

"These are skills that they were able to bring to the project, and we are glad to see the benefits of this way of working implemented and recognised in our wider communities."

The Darzi Project continues as a national pilot site with NHSE Experience of Care Team.

The Darzi Seeds of Change Project, For the People by the People is a finalist for the HSJ Value Awards 2021.

The winner will be announced in September.

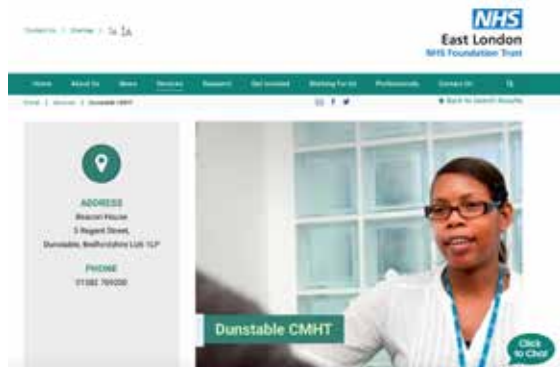




Chatbot Pilot Underway

THE Trust has introduced a new Chatbot function for four services. They are:

- Child Development Service in Newham
- Specialist Psychotherapy Service in City and Hackney
- Primary Care Liaison Service in City and Hackney
- Dunstable CMHT (Beacon House) in Bedfordshire



A Click to Chat button is on the service webpage on the ELFT website. Clicking on the 'Click to Chat' button will enable people to confirm their appointment, cancel or reschedule it. The Chatbot will be able to answer other questions such as local bus services, nearby parking, and accept requests for letters or reports.

The Chatbot will not replace the option of calling the service. Staff will still be available at the end of the phone. But it provides another channel for people who prefer to make arrangements online, and avoid being in a call queue and needing to explain what they want when they could just as easily do it themselves online.

Security is paramount. People using the Chatbot will have to provide key information in the same way they would if they were accessing their bank account online. And staff will receive an alert if someone cancels an appointment without making a new arrangement.

The Chatbot is not designed for use in emergency situations. It is for general actions relating to the management of appointments and information. Information about the option is displayed on posters in waiting rooms, encouraging service users to download a QR code while there.

Heart Monitoring



A QI Project is using AliveCor, a device the size of a large matchbox, to undertake ECG to monitor cardiac rhythm. The record is downloaded to RiO via a mobile phone app. We are trialling it in adult mental health, a PICU and forensics. Feedback so far is that it allows ECGs to be done on patients who wouldn't cope with normal ECG recording.

Sharing Crisis Plans to Support People in Crisis



AN exciting and innovative project was launched in early April in collaboration with NHS Digital, Selvelec (RiO supplier) and ELFT. The London Ambulance Service (LAS) can now view a mental health crisis plan as part of a patient's critical care in the case of an emergency. It has already had an impact. During the first weekend, crisis plans were accessed 39 times by LAS resulting in service users being directed to the appropriate care facilities.

ELFT are currently only one of eight mental health Trusts in England where a crisis plan can be accessed by the Ambulance Service. Crisis plans set out what has been agreed with the individual to support them at points of crisis and means that the ambulance team can take them to the designated place or contact the health professional identified in the plan. 15,400 individual crisis plans have been uploaded to date. The time of the last record entry is visible on the system. LAS staff have been advised to use caution with any crisis plans not updated within the last six months.

This will result in individuals spending less time in an inappropriate setting such as an A&E department or police custody. They will be able to be assessed and receive the right intervention for their condition in a timely fashion to reduce prolonged distress and upset.

It also means that if the service user is unable to communicate due to their stressed state or because they have deteriorated mentally, their preferences can be taken into account and important information is shared with the ambulance team, hospital staff and others such as underlying physical health conditions, dementia, sensory issues and other specific needs. Their voice can be heard and staff in attendance will be able to provide the right care and support from the off.

Connecting the individual sooner to people who are familiar with their condition and crisis plan may reduce distress and mean treatment can be started sooner and in a more appropriate setting.

This arrangement will be rolled out in Bedfordshire and Luton at the end of May in collaboration with East of England Ambulance Service.



Going Viral – to Improve Community Mental Health Care



VIRAL Kantaria is the Trust's new Programme Director for Community Mental Health Transformation. He joins ELFT from NHS England where he worked on the NHS Long Term Plan. In this interview he tells us about his career path, his ambition to make mental health care truly serve local people, what it is like to be called 'Viral' during a pandemic!

Tell us about your career background? How did you come to be in this field?

I came into healthcare about ten years ago. I worked for a couple of ministers in the Coalition Government: the Rt Hon. Paul Burstow, and then the Rt Hon. Sir Norman Lamb. My job at the time was to support the wide range of portfolio areas of both these ministers – including mental health. It was a civil service non-political role. They were passionate advocates for mental health.

This ignited my passion for mental health. I then moved to a policy role at the Department of Health, leading on mental health crisis care policy and legislation relating to the Mental Health Act, with particular focus on policing - working to develop new legislation to radically reduce use of police cells as a place of safety.

What attracted you to this role? Why do you think it's important to deliver such a transformative programme?

Two things: Firstly, ELFT has a brilliant

reputation. People are humble and there is a positive culture. Secondly, I wanted to dive into something a bit different and challenge myself. I knew I wanted to drive change, really push to make things radically better, and be part of something progressive.

Have mental health issues touched you or someone close to you?

I'd be very surprised if anyone said they hadn't. I come from an Indian family. The way mental health is perceived and discussed among Indian communities is different. Most people will have some experience of mental health challenges at some point. I've had a number of very close friends and work colleagues who have been affected by a range of mental health issues – such as sleep issues and insomnia, to varying levels of anxiety, and eating disorders. I have close friends who have complex emotional needs - others with a lifelong bipolar disorder diagnosis.

Nowadays, we can talk comfortably about anxiety and depression but less so about more severe mental health problems. I hope programmes like the Community Mental Health Transformation programme can enable us to talk about the sometimes really debilitating mental health difficulties in day-to-day life and language.

What do you think the challenges will be?

We're still in the middle of a global pandemic here, so our staff completely exhausted physically, they are also mentally and emotionally depleted. I think also of our local communities, patients, carers and families out there, who are all facing their own kind of individual or mini collective challenges. A lot has been achieved and we need to consolidate our gains. Our patients and carers need hope and optimism.

I think another one is the longstanding inequalities that a lot of our communities and patient groups have faced. COVID has highlighted this in a really quite harrowing way, with some of the highest death rates, if not the highest death rates in the country, particularly in Hackney and Newham. We need to do everything in our power to work with partners to make that change happen. Absolutely anything is possible!

What difference has the programme made so far, or likely to make in the long term. And if you time travelled three years, what would services look like in 2024?

I want us to be able to do two things: one

is to significantly improve timely access to care, to stop saying "No" to people, and to radically reduce some of the long waiting times for people who are in need of specific packages of care. For example, a course of psychological therapy for a severe mental health problem.

Secondly, to radically improve the quality of care that people receive so that it is meaningful intervention-based care. Such as addressing the issues that cause or keep people mentally unwell, and for more people with lived experience to be part of our teams, paid fairly, with supervision and career development, influencing our strategic planning.

In three years' time, I'd want things to be totally different – to be really thinking about population health on a place-based basis, if that makes sense. We need to think about what we can offer people with lower levels of complexity, as well as to people with the highest levels of complex needs within a local community.

In three years' time, I'd want us to be talking about how we have actually made inroads into the current overrepresentation of people from certain ethnic minority backgrounds among the detained inpatient population, because we've proactively understood their needs much earlier. And because we've managed to address their needs by working co-productively with them, their carers' and with the communities in which they live.

What has it been like to be called Viral during a pandemic?

Interesting! Even before the pandemic, my name was out there. You know, things started to go 'viral' on the internet and social media, so it was part of common parlance before.

People do like to take the mick quite openly. Actually, they've been quite kind to me so far during my career, much more kind than when I was at school - as you can imagine!

Quick fire questions:

Crossword or Sudoku? Crossword.

Book or Netflix? Uh, I'd like to say book, but the truth is probably Netflix.

Dessert or cheeseboard? Uh dessert, but my French girlfriend would not be happy (she'd say both).

And London or Paris? I think we've already had the answer to this. Oh wow, yeah I'm gonna go London – just to be contrary.



E16 Health Pontoon Dock: A State of the Art Health & Wellbeing Centre for the People of Newham



SUCCESSFUL partnership working between ELFT, the London Borough of Newham and the Newham Health Collaborative (GP Federation) means the new E16 Health Pontoon Dock, a fit-for-purpose primary care health and wellbeing centre based in the borough's Royal Docks, is ready to serve local residents.

The Centre is designed to cater for an increased population of over 20,000 people as a major residential regeneration scheme takes off over the next 20 years.

Pontoon Dock's unique design allows for the provision of high-quality healthcare services embedded within modern, high spec facilities that provide much needed investment with the capacity to meet future demand.

The practice will run a range of enhanced services to address the health needs for all its patients, including local authority and acute specialist services as well as operating as a training site for a range of clinicians.

It comprises 14 consulting/treatment/training rooms, a phlebotomy room, and a large group therapy room.

The new facility hosts patients previously cared for at the Britannia Village practice (currently cared for at Albert Road).

It is the first of many planned projects that Health & Care Space Newham (HCSN) are creating to transform health facilities across the borough.

HCSN, a partnership between Newham Council and the Trust, will develop facilities that offer GP services alongside a range of community health, social care, out of hospital, and a variety of clinical services.

The partnership will also build much-needed housing for sector staff. This is a new development model that will change the way health and social care services are delivered in Newham. HCSN is the first such

partnership between a local authority and an NHS body in the country.

On the launch of the E16 Pontoon Dock Health & Care Centre, the Trust's Executive Commercial Director, Dr. Mohit Venkataram said: *"Our aspiration as an organisation is to improve the lives of the residents. This partnership allows us to ensure that whilst we focus on delivering outstanding health care we also have the opportunity to influence local key worker housing and local employment."*

"The joint partnership with the local authority and the local health and social care providers is focused on delivering outcomes and generating social capital for our residents rather than focus on health improvement alone."

"Our joint commitment starts with Pontoon Dock and over time will span many such developments"

ELFT CEO Paul Calaminus said: *"We are delighted to be part of this unique collaboration with Newham Council and NHS Newham Clinical Commissioning Group."*

"The layout and design of the Pontoon Dock primary care and wellbeing centre places an emphasis on collaborative working."

"By bringing primary care, community health and social care services alongside GP services, we are ensuring that all services work together to provide the best care possible."

"The future of healthcare is one where investment into facilities does more than provide a building but actively contributes to healthier communities. We are excited about this and future plans to work with our communities to design wellbeing centres that support a brighter, healthier future."

A 3D 'virtual' tour of the Centre is available here: <https://northeastlondonccg.nhs.uk/pontoondock/index.html>



A New Trust Online Resource for Perinatal Mental Health

THE Trust has launched a dedicated Perinatal website resource for mums and families – created and designed by mums themselves. One of the key messages parents wanted to get across to anyone experiencing perinatal mental ill-health is: You Are Not Alone.



The website has information for parents in all the boroughs and counties that the Trust provides services in. It features information about different kinds of perinatal mental health symptoms, case studies that show the type of support people can expect to receive, as well as a new online referral system that makes the process of reaching out for help as straightforward and efficient as possible.

Mental illnesses associated with pregnancy and childbirth include chronic stress or anxiety, Post Traumatic Stress Disorder or postpartum psychosis.

One mum who has been part of the project said: *“For me I came to the website project later than everyone else but I feel honoured to be asked to be part of it. I feel a sense of pride to be part of something that will make a huge difference to mothers and families going forward.”*

Parents will access the website at one of their hardest times emotionally and mentally but knowing they will be reading something created by mums that has understanding and warmth and compassion to it - not in a clinical language - will hopefully make them feel comfort and a sense safety.”

See what you think – go and have a browse:
<https://www.elft.nhs.uk/perinatal>

Photo by Anna Shvets from Pexels

Merger of Borough-based Clinical Commissioning Groups

ON 1 April 2021, local borough/county based Clinical Commissioning Groups merged to become single regional NHS Clinical Commissioning Groups (CCG) in line with NHS England’s Long Term Plan.

NHS Barking and Dagenham Clinical Commissioning Group, NHS City and Hackney CCG, NHS Havering CCG, NHS Newham CCG, NHS Redbridge CCG, NHS Tower Hamlets CCG and NHS Waltham Forest CCG have transferred to the new NHS North East London CCG

The respective Bedfordshire, Luton and Milton Keynes CCGs are now collectively known as Bedfordshire, Luton and Milton Keynes CCG.

Mental Health Act – White Paper Consultation

The Government has prepared a response to the Mental Health Act review carried out by Professor Sir Simon Wesley. The first draft of the white paper has been out for consultation. The white paper outlined new guiding principles of the Act:

- Choice and autonomy
- Least restrictive
- Therapeutic benefit
- The person as an individual

ELFT has contributed to the consultation process which has now ended. We await the publication of the white paper later this year. It will then start on its journey through Parliament.

International Nurses Day

INTERNATIONAL Nurses Day took place on 12 May. Nurses across the Trust marked it in different ways. Chief Nurse Lorraine Sunduza hosted a 90 minute online session for nurses by nurses to showcase the work of nurses across the Trust.



Photograph: Bedfordshire Nurses spell it out!



Clozapine Clinic

SEVERE Mental Illness can be a debilitating and frightening experience. Senior Practitioner Lucy Harrison explains how the City and Hackney Clozapine service overcame challenges during the lockdown to support service users. Clozapine is a drug prescribed for people with schizophrenia which requires careful monitoring for side effects.

How did the team adapt to the new and unprecedented situation?

We opted to move all of our patient contact from the clinic to peoples' own homes.

There was a strong motivation to do our best to protect our patients because they are a particularly high-risk group with physical health co-morbidities.

There is a strong link between the Clozapine Clinic and the rehabilitation team – I oversee both services, we are based on the same premises and rehabilitation team nurses regularly provide cover in the clinic.

It was that link between the two services that enabled us to assemble very quickly the much larger team that was needed to carry out the community visits.

All disciplines got involved and supported with visits- social workers, occupational therapists, and medical staff. There was a strong sense that everyone was pulling together and working for a common purpose.

Operationally we started by looking at the existing patient pathway and the processes that were involved in order to pinpoint where we needed to make changes.

Sandra, our Clozapine Clinic Support Worker, mapped out where people were based across

the borough and identified clusters of people in supported accommodation to reduce the amount of time spent travelling.

Drawing on support of the physical healthcare assistants based in other teams to increase our capacity to take bloods, staff in the team also volunteered to learn how to take blood.

And of course, getting the right PPE for staff was essential alongside all of this.

Approximately how many service users does the team engage with over the course of an average week or month?

Hackney Clozapine Clinic has a caseload of 208 service users, the majority of whom need to be seen every 4 weeks. Patients that were new on Clozapine or recently discharged were seen weekly, in accordance to Ztas requirements.

What was done to ensure everyone was supported within the team at this time?

Change at such a rapid pace is very stressful – we were constantly reassessing and adapting our approach in effort to streamline and improve.

I learnt that no matter how busy we felt it was important to ensure that any changes and the rationale for those changes was communicated to wider team.

Even though stressful one of the benefits was that as a team we continued having high levels of patient contact which is always the most enjoyable aspect of our jobs.

We felt it was really important to visit in pairs for support and safety – there were a number of times staff got caught up in serious incidents in the community that were not

related to the clinic.

Food from local businesses and the Trust was a really welcome treat.

Some staff used the one-off support sessions from ELFT.

ELFT now have a database of phlebotomists which is relatively new and really helpful for the Trusts Clozapine Clinics.

We had a hire car which meant we didn't have to rely on people using their own cars to drive non drivers essential to the clinic to visits.

How do you see clinicians from the Clozapine Clinics evolving in their role?

Prior to pandemic colleagues ran a course at the Recovery College. We are keen to continue to develop education opportunities and peer support for our service users.

We have a desire to support improved physical health monitoring and outcomes for our patients. With this in mind we have a quality improvement project on the horizon focusing of improving and changing what the clinic is able to offer.

We are starting to have discussions about how clozapine clinic patients will be reviewed and supported under the new neighbourhood's model.

How and why were the C&H team chosen to pioneer this process?

We are currently running a pilot for a point of contact serum level testing machine. The machine has been developed in the USA. Liaison work with the Trust's Chief Pharmacist means a trial is soon taking place here in the borough.





Exclusive Interview with Paul Calaminus, CEO



CONGRATULATIONS on being appointed as ELFT's Chief Executive. You have been ELFT's interim CEO since September and led ELFT's COVID response as Chief Operating Office before that.

What stands out for you about this challenging time?

The compassion and fortitude of our staff. The understanding of people who we support who knew we were under pressure. The support and mutual aid from partner organisations. The flexibility and concerted effort of everyone to make things happen in a fast-changing landscape.

What will be your main focus in the coming months as we recover and pull out from the pandemic?

For me it will be ensuring that we do recover from the pandemic to be able to help our service users try to recover. The impact of last 18 months will be felt for a long time to come both personally and collectively in our communities. Our focus has to absolutely be on our connections with each other and with service users. I want us to focus on what we can all do together to improve the quality of life of people we support.

As part of this work, I want us to refresh the Trust's strategy. A lot has happened in the last five years and we need to take this opportunity to refresh our plan for the future. A key area I want us to address is the inequalities experienced by many in the areas we work in, highlighted in the pandemic. I would also like us as a Trust to continue working to be an anti-racist organisation.

How do you communicate your ideas with staff and how do you get feedback from them?

By talking to people, doing walkabouts, in meetings and discussion about things. It's all about conversations, formal and informal. I am about to reinstate visits so that I can join staff for face-to-face communication over lunch, breakfast or a cuppa. Although you can

convey a lot in online meetings too. There are other ways too, such as working with Governors, our Freedom to Speak up Guardian or Union colleagues. Additionally, anyone can contact me - and they do. About all sorts of things: problems, triumphs and passions. I really value that they do.

How do you get a feel for what service users, carers and the public want from local health services?

Service users tell you. I am involved in many conversations and people write or email me directly. I like it when conversations move from challenges to solutions. One example would be the Befriending Service created by service users during the pandemic that has done so much to help tackle people's feelings loneliness and isolation. Governors have also had a really important impact on the work on the development of the Lighthouse in Leighton Buzzard is one example of developing services together.

Increasingly too we are using data, helped by our public health team to understand health trends, inequality and , rates of illness in the areas in which we work.

What drew you to working in the NHS?

I joined the NHS Management Training Scheme from University. I was attracted by the 'purpose' of the NHS. I was and remain fascinated by the size and complexity of the NHS. Also, most of my family on both sides work in healthcare so I think it must be in our DNA!

What excites/makes you proud about the work of the Trust?

The way people live the values of the Trust. There's a real generosity of spirit here and a willingness to do new things. There is a great deal of innovation.

Working together with service users is inspiring and the ability many people in the Trust have to care with other people. They are interested in people and that really comes across. I love that we have really high standards and I love that many here are opinionated and vocal! Teams in the Trust see a problem and think how they can improve it. They can have difficult conversations with each other when things are hard to talk about.

What areas do you think the Trust needs to improve on?

Consistency and how we best spread innovation and best practice around the Trust. I think if we can continue to improve our work in this area then we can really deliver excellent services and improve quality of life across all the areas in which we work.

If you weren't an NHS leader, what alternative career/job would you have opted for?

A professional rugby player!

How do you switch off and manage the pressure of your demanding role?

I still play rugby. Going the gym also helps enormously.



Sustainability Update

REDUCING our carbon footprint and being 'greener' is important to ELFT. Our Estates and Facilities team are always looking at steps to achieve this in lots of different ways. Adam Toll, ELFT's Energy, Sustainability & Environmental Manager, "Small measures can go a long way to reduce the burden we all put on the planet. Organisations like ELFT are no different. See the list below to see the range of sustainability initiatives underway in the Trust."

We are currently at the planning stage for a new therapy/greenspace initiative pilot project at the John Howard Centre (JHC) in Hackney. Service users and staff will have access to gardening, planting and growing facilities to help not only with therapy but also with an emphasis on carbon capture planting around the JHC and The Lodge which is on the same site.

We have commissioned a new in-depth look at ALL Trust Co2 emissions, capturing procurement, staff travel and contractor indirect emissions will be completed by the end of May. Scope 1, 2 and 3 emissions included

A new Carbon Reduction Plan to highlight our journey to net zero by 2040 will be completed by June

We have a plan to decarbonize the estate by removing gas-fired boilers and replace with electric heating is in the planning stage.

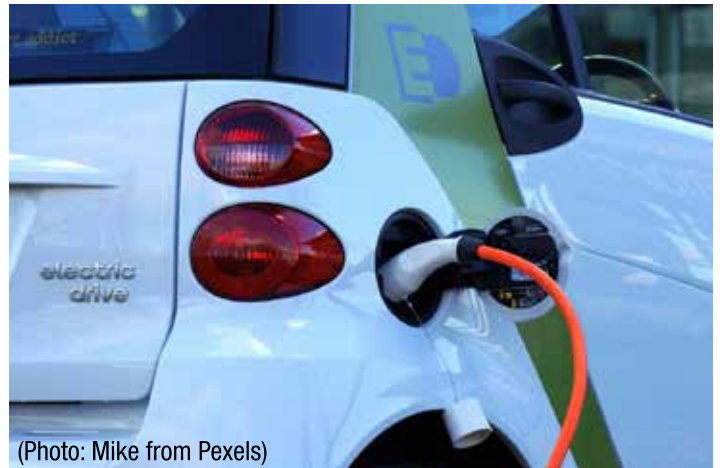
A new waste contractor has been appointed with expected carbon emission reductions of 20% expected due to improved recycling, waste reduction and waste treatment processes

New LED lighting installation are planned at sites in Bedford and Luton this year: Oakley Court, Townsend Court, The Poplars and Whichellos Wharf.

New secure cycling storage has been installed at Charter House, Primrose Resource Centre and Newham Centre for Mental Health. Next up will be York House (385 Barking Road) in Newham and Twinwoods in Bedfordshire - planned in next few months. Two additional sites will

also have cycle storage before the end of financial year.

Phase 1 of Electric Vehicle (EV) charging point installations is due to commence this year with 12 sites prepped and ready for EV charge points.



(Photo: Mike from Pexels)

We are working with Knowles, our car-leasing provider, to change all Trust owned or leased vehicles to either hybrid or full electric over the coming year.

We will be working closely with other Anchor* organisations to see how local boroughs, trusts and Clinical Commissioning Groups can work together to deliver impactful change in carbon reduction. This will take the form of advice on projects, combining resources for EV charging point location through to potential interactive map, marketing and communication opportunities.

We are in the initial stages of an onsite renewables projects at the John Howard Centre and Newham sites to generate electricity directly at site, to reduce costs and transmission emissions.

The Value Team

THE last year has been a challenging one for us all but it also triggered innovation and transformation, with opportunities to provide better value for money.

ELFT's Value Team co-ordinate initiatives that remove waste from processes and make better use of resources. Their Shaping Our Future workstream asked: what changes have you had to make which are working well for service users? What old practices are no longer fit for purpose? The pandemic triggered lots of brilliant process redesigns ranging from stopping processes which add no value for service users to developing apps.

Virtual Meetings and Training

We have learnt how to hold meetings and training sessions virtually. Although we miss colleagues, it has allowed us to reduce the time and money spent travelling, reduce printing (lowering costs and our environmental impact), and reduce spend on hiring external venues. We can record

training sessions for staff to view at a time and location that suits them. Virtual meetings can actually make us feel closer and involved; staff can move between a Bedfordshire meeting and an East London meeting within seconds. This virtual way of working is prompting us to think differently about our buildings and work space going forward. Reducing the need for office space will lower costs. Less commuting will be good for the environment.

Better Use of Service User Time

Going digital can offer greater choice to service users. Before the pandemic, the vast majority of our appointments were conducted face-to-face but we can now also offer a video or phone contact for some appointments. This hybrid model was accelerated by the pandemic but is something we very much intend to retain, including emailing letters and/or text messages for those who prefer these

mediums.

Effective Systems and Processes

Staff often have the best ideas. They can see the opportunities. During the pandemic, Oakley Court in Bedfordshire ran a QI project to improve the ordering system for a mental health inpatient ward and managed to half the weekly spend. The team implemented simple but effective ideas and managed to shift the culture of the ward to one where staff think about value for money. Their changes will be shared with other wards to try to reduce unnecessary spend elsewhere in the Trust. We also reduced spend on external transport suppliers by employing Taxi drivers – another staff idea!

Whether you are a service user who would like to get involved in our value work, or a member of staff with a bright idea, contact Sarah Barnett from the Value Team: sarah.barnett6@nhs.net



Virtual Annual Plan Event 2021

MORE than 80 members, Governors and staff from across the Trust met virtually for the delayed Annual Plan Event on 19 April 2021.

Each year the Trust asks Governors to consult with members to see what their priorities are for the Trust's activities over the coming year, asking them:

- What are we doing well?
- Where do we need to improve?
- What should we do more of?
- What should we stop doing?

After an initial scene setting presentation by ELFT Directors Amar Shah and Richard Fradgley, attendees, broke into four discussion groups based on locality: Bedfordshire & Luton, City and Hackney, Newham and Tower Hamlets where they received updates from their local Borough and Service Directors about how the Trust has managed the pandemic but also about plans for the next year.

Members expressed their pride in the Trust's capacity to respond to Covid through innovation, adaptation and a willingness to take risks, as well as their admiration for our staff in dealing with Covid in stressful and often traumatic circumstances.

Here are some of the themes from the feedback.

They would like to see a clear distillation of what the Trust has learnt over the past year, and what our plans are to take this attitude to improvement and innovation into our renewal phase post-Covid.

Communication in general has been highlighted as an area where we could do more and need to improve.

In addition, the pandemic has clearly highlighted issues around deprivation and especially around particularly vulnerable groups (for example those accessing learning disability services or those who find our services hard to access) and members rightly challenged the Trust to put their needs at the heart of our renewal plans.

Members felt that the Trust needed to focus even more on digital inclusion as the last year has shown the value of digital as a way to interact with services – whilst not

forgetting that this way of accessing services is not suitable for every circumstance and every service user so the Trust must maintain the offer of face to face services as well.

After a year of lockdowns and shielding there was a real concern about support for carers and what services for them would re-emerge after the planned end of the restrictions, with a special concern about Day Care Centres.

What happens Next?

The Council of Governors will review the outcomes of the meeting and will ask the Board to report back early next year, in advance of the 2022 Annual Plan Event, with a summary of how the Trust has responded to these comments and concerns.

Thank you so much to everyone who attended the meeting and who spent 2.5hrs in front of a computer or even on the telephone. We have had such rich feedback which will help us work our way into the renewal phase following the pandemic.

Register to join Virtual Members and Stakeholders Meetings

ELFT provides a wide range of community, primary, learning disability, specialist services and mental health services in Newham, Tower Hamlets, City of London, Hackney, Luton, Bedfordshire (Bedford Borough and Central Bedfordshire) and other areas.

One of the important ways in which we keep our members, service users, carers and anyone else who is interested in ELFT about our services is to invite you to join your local Members and Stakeholders meetings.

These meetings provide local service updates covering Luton, Bedfordshire (Bedford Borough and Central Bedfordshire), London and other areas. The meetings are being held virtually, via the online video conferencing platform 'Zoom' so you can join from the comfort of your own home.

Recent meetings provided updates on COVID-19 and how we are planning our services following the second wave. Members and Stakeholders can let us know what future topics they would like to know more about at future meeting.

Register to join your local meeting(s) by emailing elft.membership@nhs.net or call 0800 032 7297 (Freephone). We will then provide joining link or dial in details (if you do not have internet access)

Luton Members and Stakeholders' Meetings
Wednesday 22 September 2021

London Members and Stakeholders' Meetings
3:30pm – 5:00pm
Wednesday 14 July 2021
Thursday 21 October 2021

Bedfordshire (Bedford Borough and Central Bedfordshire) Members and Stakeholders' Meetings
3:30pm – 5:00pm
Wednesday 23 June 2021
Thursday 30 September 2021
Wednesday 8 December 2021

Beverley Morris, Hackney Governor



Sharing her experience as a Governor, Beverley said: I had the privilege of being elected as a Governor in 2019. My first year was quite a shock, as I had no real idea as to what ELFT did and how much

it impacts on those people who have mental health problems and their wider family. I thought I would concentrate on the benefit side. So, I volunteered for Hackney Council and sit on various committees that deal with Mental Health issues, and was able to link ELFT with Hackney Council. I learned a lot about co-production and how the council and health are linked. I was just getting into my stride when in 2020/2021 COVID hit, which has been a difficult year, however, I have seen first-hand that ELFT had been doing a wonderful job in keeping Hackneys Mental Health services going. I am looking forward to continuing my work as a Governor.

Help Us to Refresh our Strategy

WE want to refresh the ELFT strategy and we need your help to do this.

The launch date is 14 June 2021 and we will be hosting workshops and engagement events from beginning of July for a four week period.

So What is a Strategy?

A strategy is a plan that sets out what your long-term aim is, what it is that you want to achieve and the ways you will make this a reality. It means that everyone involved understands the direction of travel so that we can pool resources, effort and energy into achieving this aim.

For an NHS trust like ELFT, this means making clear what we are all working to achieve together.

Why do We Want to Refresh the ELFT Strategy?

We have been following the ELFT five-year strategy that was agreed back in April 2017 but a lot has happened since then. We need to take into account the impact and learning from the pandemic and the development of integrated health systems which means we work even more closely with local partner organisations to achieve our collective aims. Also, we have achieved a number of our aims so need to find out from our stakeholders what is important to them.

The make-up of our communities and their needs has changed in five years. We know that the COVID pandemic hit certain groups more than others due to pre-existing health conditions, living conditions, life-styles and a range of other reasons. The pandemic has highlighted inequalities in health in many of the communities that the Trust provides services for. So what felt right five years ago is likely to be out of date, so we need to review our strategy and our aim(s). Check our website <https://www.elft.nhs.uk/About-Us/Our-Strategy-/Refreshing-the-Trusts-Strategy>

Nominations Are Open for The People Participation Awards 2021

ACROSS the Trust service users, carers and volunteers are working with staff and helping the Trust to improve our services; using their experience of mental or physical health to support peers, improve services and educate staff.

The Trust's annual People Participation Awards is an opportunity to celebrate their achievements and the valuable input. Anyone can nominate, including staff, service users and external bodies. A nomination form can be found on the ELFT website:

www.elft.nhs.uk Please submit your nomination by email to:

t.mitchell-dythe@nhs.net



FINAL WORD from the Chair

IT is good to see the country slowly recovering from the effects of the pandemic. It is early days and we need

to proceed carefully. The situation could change again at any time as we have seen in other parts of the world. We also know that the coronavirus has affected some groups in our communities more than most. This is something we want to reflect on as we refresh the Trust's strategy. Follow us on Twitter @NHS_ELFT and Facebook to be part of the conversation and join our online discussion groups in July.

Our current strategy was adopted almost five years ago. We have made good progress in many areas highlighted then so the time is right to review it and consider our focus going forward. We need to reflect on the impact of coronavirus on the communities we serve and the inequalities that have been highlighted, and how this will influence our refreshed strategy..

We will be seeking views from service users, governors, our staff, our partners and the wider public. I hope you will be able to join in these discussions and together plan with us our next steps.

I would like to warmly congratulate Paul Calaminus who has been appointed as ELFT's Chief Executive. Paul has been at the helm for the last six months as interim CEO, and before that, led on our COVID pandemic response. The Trust's Council of Governors unanimously approved the appointment by our Non-Executive Directors in March 2021. He inherits an exciting workload which will involve working with the new Integrated Care Systems (ICS) in both north east London and Luton and Bedfordshire; leading ELFT through the reforms promised in the latest Health White Paper and making our refreshed strategy a reality. I feel that in Paul, we are fortunate to have an able leader who will take the Trust forward in the next stage of its development.

Mark Lam

Do you have an email address?

Trusttalk has been posted to you because we do not have a current email address for you or a valid email. If you have an email address, please email: elft.membership@nhs.net with your full name and address. By providing us with an email address, you will help us to save on printing and postage costs.

Not already a Member?

If you are not already a Trust member and would like to join, email elft.membership@nhs.net or call **0800 032 7297**. You can also join online at <https://www.elft.nhs.uk/Get-Involved/Members>

As a Trust member we will keep you informed about meetings and events and you will receive this quarterly magazine packed with current ELFT news.

If you no longer wish to be a member of ELFT, please let us know.