

# TRUSTtalk

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



- CQC Triple Outstanding .....
- Driving for Change .....
- New Partnership with Northern Ireland .....
- Launch of New Learning Academy .....

Winter/Spring 2022



We care. We respect. We are inclusive.

# Chief Executive FOREWORD



Paul Calaminus

IN January, the Care Quality Commission announced that the Trust was to be rated 'Outstanding' for the third time, making us the first mental health and community health trust to do so. This is a considerable achievement especially in the context of the challenges we have all faced living and working in a pandemic. (This also comes on the back of the tremendous achievement by primary care colleagues at Leighton Road Surgery who in October, received an improved CQC rating moving from 'Inadequate with special measures' in 2019 to 'Good' across all domains.)

I am so proud of the commitment from staff, service users, carers and governors who have helped us to continue a culture of improvement and co-production in the work that we do. We aware that we have some areas that we need to continue focusing on to ensure that we continue to improve the experience of service users, carers and staff. Well done everyone COVID remains a major focus for us. The highly infectious Omicron variant put our services under pressure over the festive period and in January due to the need for staff to isolate. But there does appear to be light at the end of the tunnel. I am aware that our staff are tired.

We are encouraging them to plan and take annual leave, and to rest, as our personal and working lives return to some normality. In other news, work has started on an interim Child and Adolescent Inpatient Unit for Bedfordshire, Luton and Milton Keynes. The facility, to be called Evergreen, is greatly needed to ensure that young people in the region who need inpatient care can be cared for near to where they live. Located in Luton, it will open in the Autumn. The war in Ukraine means this is a worrying and distressing time for colleagues and for our local communities who have close ties with family and friends in Ukraine. We will do all that we can to support everyone during this difficult and upsetting time. We have entered into a unique partnership with a Northern Ireland trust. We are working with Southern Health and Social Care Trust to support them to address a backlog of mental health referrals using our Talking Therapies IAPT model. If successful, this approach could herald the beginning of similar projects and sharing of expertise across the NHS. Kindness and compassion have never been more important in these challenging times. Stay safe. Paul Calaminus, Chief Executive



Trustalk 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:



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## CQC Rates Trust 'Outstanding' for the Third Time

Care Quality Commission  
East London NHS Foundation Trust  
Last rated 13 January 2022

Overall rating	Inadequate	Requires improvement	Good	Outstanding
Community health services for children, young people and families	Good	Good	Good	Good
Forensic inpatient or secure wards	Good	Outstanding	Outstanding	Outstanding
Wards for older people with mental health problems	Requires improvement	Good	Outstanding	Outstanding
Wards for people with mental health problems	Good	Good	Outstanding	Outstanding
Community health services for adults	Requires improvement	Good	Good	Good
Wards for people with a learning disability or autism	Good	Good	Good	Good
Community mental health services with learning disabilities or autism	Good	Good	Good	Good
Child and adolescent mental health services	Good	Good	Good	Outstanding
Community health support services	Good	Good	Good	Good
Community based mental health services for adults of any age	Good	Good	Good	Outstanding

IN January, the Care Quality Commission announced that the Trust was rated 'Outstanding'. This made ELFT the first community and mental health trust in England to achieve this rating for a third time. The assessment is all the more meaningful because it took place amidst the extraordinary challenges of recent times.

to speak honestly and reflect on where improvements were needed and how this could be achieved. Inspectors found that despite the challenges of the pandemic, the Trust had adapted, learnt and continued to make positive progress.

**Inspiring**  
The CQC were 'inspired' by the work being undertaken on race and privilege connected to the Black Lives Matter movement and the work taking place to improve staff wellbeing.

**Improving Quality**  
They found that Quality Improvement continued to be embedded and developed further across the Trust. An example was the current focus on waiting lists for services especially as referrals were increasing. The Trust was making data available to teams to help them use a structured approach to look at demand and capacity of services and develop individual plans to improve patient flow.

**People Participation**  
People Participation had extended since the last inspection and inspectors heard many examples where co-production was taking place. The People Participation team had responded to COVID with the development of a befriending service which had recruited volunteers and supported people who were lonely and isolated.

**Leadership**  
The assessor noted that there had been significant changes in the executive leadership team and non-executive directors – and these had provided an opportunity to improve the diversity of the board and introduce people with the breadth of experience needed to support the strategic direction of the Trust.

The rating was awarded after an inspection programme that included:

- An announced core service inspection of mental health wards for older people
- An announced core service inspection of forensics inpatient wards
- Attendance at various meetings, forums and focus groups by inspectors
- A well-led inspection of the Trust from 26-27 October 2021

**Positive Attitude**  
The CQC report stated that ELFT's 'overwhelmingly positive culture supported patients to achieve good outcomes'. Staff told them they felt proud to work for ELFT and inspectors heard many examples of how staff put the people who use their services at the centre of their work. They found senior leaders were open, friendly and approachable. People and teams were able

## Hello and Goodbye

**Director of Nursing - London**  
Congratulations to Sasha Singh who has been appointed Director of Nursing for London.

**Farewell**  
Our outgoing Director of Nursing, Andy Cruickshank is to be the Chief Nurse in Kent and Medway NHS Trust. Andy has been at the forefront of safety initiatives and innovation in mental health care.

Eugene Jones, Director for Strategic Service Transformation has been appointed as Chief Operating Officer at Southern Health which provides mental health, community health and

learning disabilities services across Hampshire.

**Retirement**  
Two long-serving Directors are to retire at the end of March. Michael McGhee is concluding his illustrious career as Service Director for Bedfordshire, Newham and Tower Hamlets Community Services. A social worker by background, Michael worked for several local authorities, before coming to ELFT.

Gill Williams, Director for Social Work, qualified as a social worker in 1980, and has been the voice of social workers in ELFT and has

led on work on sexual safety and professional boundaries in the Trust.

We say farewell to Dr Ben Wright, consultant psychiatrist and Chief Clinical Digital Officer, who is retiring after 18 years with ELFT.

Dr Wright combined his interest in using technology in healthcare with high clinical standards, and led on one of the first IAPT (Improving Access to Psychological Therapies) pilots now a core part of mental health services across the country.

We wish everyone every success in their future endeavours.





# Awards

## International Queen's Nursing Award for Telehealth Practitioner



Mark Rodriguera, an Advanced Telehealth Practitioner with Newham's Telehealth Team has received a Queen's Nursing Institute International Award. The QNI International Award is awarded once a year. It recognises outstanding practitioners who are internationally educated and work in community settings in England.

Marc has been in his current role at East Ham Care Centre since February 2020 and is a much valued member of the team.

Marc is also the Extended Primary Care Team's freedom to speak up champion.

Clinical & Service Lead for Telehealth and Extended Primary Care, Raguraman (Ram) Padmanabhan said:

*"Marc has put a lot of effort around keeping the team together during the pandemic. He was pivotal in mapping the Telehealth service during COVID to accommodate patients needing remote monitoring at home."*

*"He was instrumental in providing clinical expertise to patients discharged from hospital, post-COVID. Marc continuously supports junior colleagues not just within the team but from other teams too. Staff have often described him as someone who listens and handles situations with calmness and is very supportive."*

Deputy Director for ELFT Community Services Helen Green said: *"This is much-deserved recognition for the work Marc does. I know I speak on behalf of everyone that works with him in saying that he is an integral and highly valued member of the team."*

## Award for Director of Nursing, Ruth Bradley



Ruth Bradley, ELFT Director of Nursing for Integrated Care, has won the Zenith Global Health award for the category: Value of the Workforce.

Ruth was so busy that she was unable to attend the award ceremony. So, Mary Akangbe, the Founder and President of Zenith Global Health Awards at ZENITH, came to ELFT's headquarters to present the award personally!

## Newham Diabetes Nurse Wins City University Award



Diabetes Specialist Nurse, Rita Osemwengie, was completely surprised to get a call to say she was this year's winner of the Phillip Goodeve-Docker Award at City University for being the best District Nurse student. The academic prize is offered to the top performing student of the District Nursing SPQ programme

in every university in England, Wales and Northern Ireland. *"I wasn't expecting it at all. My family and colleagues are thrilled."*

Rita has worked in Newham for over three years but recently took up a new role in the Diabetes team. During the district nurse course, she had the opportunity to undertake a placement with the Newham Diabetes team which sparked an interest in this specialist field. The role involves educating and managing patients with complex diabetes needs, interpreting their test results, and with them reviewing their medication.

She said, *"One of the best parts of the job is putting smile on people's faces, gaining their trust and seeing them gain confidence in managing the condition. It feels good to play a part in minimising the complications of diabetes. It is harder when someone doesn't understand the risks and the complications that can arise if they don't give it the attention they should."*

Rita enjoyed the District Nursing course at City University and found it interesting, intriguing, and challenging. She said, *"I valued the focus on leadership and management skills, communication skills, problem-solving skills, attention to detail and making difference in people's lives. I love working in the community as a nurse and making positive impact on people's lives."*



# COVID Update

**ALTHOUGH** infection rates remain high, the Omicron variant of coronavirus has been a milder illness for most people. But we are not letting our guard down here at ELFT! All patients admitted into any of our units are being tested for COVID and staff are being asked to do twice weekly self-tests to reduce the risk of passing the virus onto patients and colleagues. This is in addition to continuing to wear masks in the work place, other personal protective equipment (PPE) as needed, and as always, to wash or sanitise their hands after patient contact.

We are hopefully moving to a position where as a country, we learn to live with COVID whilst supporting people who are clinically extremely vulnerable.

## Staff Vaccination

The Government's change of approach to mandatory vaccination has been a difficult and divisive experience for many staff and managers. The Government's original stance meant that some staff were considering leaving and finding different work or to have the vaccine despite their reservations. It prompted managers and staff to have upsetting and difficult conversations which will take time to recover from.

The position of senior health leaders at the Department of Health and Social Care is unchanged. They have written to all trusts to say that staff have a professional responsibility to reduce the risk of COVID-19 infection to patients and that the public reasonably expect this of those who care for them or their vulnerable relatives. With over 10 billion doses of the COVID-19 vaccine given worldwide, they are regarded as safe and effective, and provide a very high degree of protection from serious disease.

## Tackling Low Vaccine Uptake in People With SMI

A special project group has been set up to support service users in North East London (NEL) with a severe mental illness (SMI) to access the COVID vaccine. Currently, people with SMI have one of the lowest uptakes of the COVID vaccine with North East London having one of the lowest rates in the country. We will shortly be extending this project scope to people with a SMI in Luton and Bedfordshire, where the uptake of vaccination is higher.

Inpatient services have been providing vaccination and our community mental health teams will shortly be able to offer the vaccine at their premises. There is a different approach for people with a mental health diagnosis being managed in primary care.

People with SMI often have other health conditions and a shorter life expectancy than the general public, dying on average 20 years earlier. So it is crucial that they are supported to prevent avoidable illness and combat risks. Staff who work in mental health care settings are being asked to speak to every service user they see about their vaccination status.

## Tower Hamlets Vaccine Buddies and Champions

In Tower Hamlets, the People Participation service are trying a different approach by establishing a team of Vaccination Champions and Buddies to promote the COVID vaccine to people with mental health issues and learning disabilities. Robert Hunter, one of the Vaccinator Buddies, says *"Some people might just need a little extra support to book their appointment or may appreciate someone going along with them to a walk-in vaccination*

*centre."* Anyone using secondary adult mental health or learning disabilities services in Tower Hamlets can contact the team by emailing: [elft.thvaccpromoproject@nhs.net](mailto:elft.thvaccpromoproject@nhs.net)

## Vaccines for 12-15 Year Cohort

During half-term many of the large vaccination centres were open for walk-in and booked appointments in addition to some of the pharmacies.

## Vaccines for 5-11 Year Cohort

COVID-19 vaccinations have started for 5-11 year olds who are Clinically Extremely Vulnerable (CEV), or live in a household with a CEV person.

## Spring Booster

Spring COVID boosters are to be offered to people aged 75 and over, and vulnerable groups.







## Welcome To David Stevens

THE Estates, Facilities and Capital Development department at ELFT has a new director.

David Stevens has joined the team in October. He has been working in the built environment for over 30 years, starting as an apprentice electrician and then quickly moving up. For the last 10 years or so, his career has focused on estates, facilities management and capital development.

Most recently, he was employed at UCL University where he had responsibility for multimillion budgets, over 100 directly employed staff and a huge variety of projects, suppliers and contractors.

He has a few ideas in the pipeline. He explains "I've joined ELFT at an

exciting time. Our Estates Plan and strategy needs refreshing so I am looking forward to engaging with a wide range of people to get their views and ideas. One key element of this will be the Green Plan, our Trust wide plan for achieving carbon net zero and tackling climate change."

David is very active in his profession, sitting on a number of committees, boards and panels, all striving to make facilities management better. He is also active within his Livery company; the Worshipful Company of Engineers, and he recently received the freedom of the City of London.

Outside of work, David enjoys switching off and relaxing with a good book, usually biographies or



crime novels. He loves to travel and is also a keen runner and member of London Front Runners, an LGBTQI+ running club in London, and has run a number of marathons.



## Estates & Environment Strategy

YOU are invited to join our latest BIG conversation about the buildings and settings in which we provide our services. We want to hear from staff, service users, governors and members, and the public about what is important to you and your thoughts and ideas.

Obviously, we have to get the basics right such as power, lighting, safety, temperature, cleaning, food, accessibility, etc.

But we need to think about the future - and ensure that we have buildings in the right locations, that are efficient, that support our carbon objectives and that make the most of design and architectural ideas to provide good quality, fit-for-purpose, calm, therapeutic spaces for staff to work in and where local people can receive safe and effective care and treatment.

To be part of our Estates and Environment Big Conversation, join one of our online meetings:



For Bedfordshire and Luton  
26 April 12:30-14:00  
27 April 18:00-19:30



For London  
26 April 18:00-19:30  
27 April 12:30-14:00

You can book a place using QR codes or by going to the ELFT website. Or email: [elft.communications@nhs.net](mailto:elft.communications@nhs.net) for a link to the meetings.

## Joint Chair Opportunity

EAST London NHS Foundation Trust (ELFT) and North East London NHS Foundation Trust (NELFT) have come together to advertise for a single Chair for both organisations.

The two Trusts already have a history of working in partnership and collaboration. The Joint Chair role

is designed to build on these foundations and make a positive difference to our communities while also influencing national NHS policy. Both Trust's will have separate board of directors, and a separate board of governors. See Mark Lam's 'Final Word' column at the end of the magazine for more information.



## Work Starts on Evergreen, an Interim BLMK Adolescent Mental Health Unit



THE Trust and Central and North West London NHS Foundation Trust (CNWL) are embarking on an exciting journey to develop our specialist Child and Adolescent Mental Health Services (CAMHS).

In 2021, NHS England awarded funding for the two Trusts to develop an interim acute inpatient unit for

children and young people in Bedfordshire, Luton and Milton Keynes. This will be the first time that young people will have access to this provision in this part of the country.

The development of the new service is being undertaken in conjunction with children, parents and carers who have experience of inpatient admission.

Young people are helping us plan the ethos of the unit, recruit the staff and think about how we deliver the best care. Following a number of polls, young people recently agreed the name for the unit, which will be Evergreen.

Scoping has been completed and a range of options were considered to identify a suitable location for the unit. Evergreen will be situated on the first floor of Calnwood Court, on the Luton and Dunstable Hospital site.

It is anticipated that Evergreen will be operational this year and will consist of 8 general adolescent beds. The service will provide specialist, short-term care for children and young people aged 13-17 with severe or complex mental health difficulties.

A permanent CAMHS unit consisting of 18 beds will be developed as part of the wider modernising inpatient care programme in Bedford.

## The Greenhouse Winter Fair

SEVENTY visitors attended successful Winter Fair events in Hackney organised to provide a one-stop health and help shop for patients experiencing homelessness and those who are vulnerably housed.

Free haircuts along with health and social care support, and flu jabs for any visitors experiencing homelessness in City and Hackney were available.

There were free supplies of clothes and shoes for men and women and other help and advice including attendance by the street vet support service.

Visitors were also offered hot food and drinks, long life food supplies and toiletries.

The focus is to support anyone in City and Hackney experiencing homelessness, living in a hostel, hotel, temporary accommodation or who is sofa surfing or not

registered with a GP or finding it hard to register with one.

The events are supported by the Greenhouse practices multi agency partnership group, which is a collaboration of twenty-six health, care and housing providers across city and Hackney.

Mojo Stewart, a volunteer at one of the events, got visitors up dancing to 'Blame It On The Boogie' by The Jackson 5, including the Speaker of Hackney, Councillor Michael Desmond, and Cllr Sade Etti, who were among the guests.

The Councillors congratulated Marina Muiread, ELFT Director for Primary Care, and Sultan Ahmed, Practice Manager at The Greenhouse, on the success of the event.

Sultan Ahmed said: "I am incredibly grateful to all our incredible staff that made this

event a success."

Marina Muirhead added: "At a time when people are talking about COVID, we have still found a way to gather together safely and continue to make a difference in our local community. The Greenhouse Practice has led this thoroughly, bringing sunshine into the lives of people despite this difficult time."

The Greenhouse Practice provides care to people living in hostels or supported accommodation, rough sleepers, hidden homeless, and people who spend a significant amount of time on the street or in other public places.

The Greenhouse can also be found on the @ChangePlease bus, which comes to Hackney Town Hall every Thursday 10:30 - 4:30pm to support homeless people.





## ELFT Learning Academy

THE Training and Development team have launched a new online platform to support all staff training. The ELFT Learning Academy can be accessed via an icon on staff's computer screens, via a link on the intranet or via a mobile phone. When they log on, staff will see a traffic light system alerting them to statutory and mandatory training courses they need to do and when they need to do it by. It will also highlight other courses that they can do for fun! And to enhance their knowledge and skills. There are short films showing them how to navigate the system and a question and answer section.

Steve Palmer, Associate Director for People Development said, "This is a state of the art learning system that will make a real difference to staff."



## Local School Make a Visit to Biggleswade CMHT



**BIGGLESWADE CMHT received a surprise visit from children and staff of the Edward Peake Middle School, a local school close to the service on 1 February.**

The children delivered a touching package which included 40 handmade cards from the Young Leaders Group at the school. (See picture above)

The cards contained heart-warming messages from the children.

A sample of messages below:

*"Dear mental health worker. You are awesome thank you so much for helping all these people, lots of love"*

*"Dear mental health worker. Thank you for all that you do. From Esme"*

*"You're a Star!! You are awesome, thank you. From Evie"*

*"Thank you for what you do for our community! Great Job! From Edward"*

This is only a small sample of the messages of appreciation and it is fair to say that the whole team were really touched by the thought and effort from the children.

The cards have been shared out with all the team members, and everyone has been asked to keep a card on their desk or on the wall as a reminder that the work they do is valued and appreciated.

Operational Manager at Biggleswade CMHT, Martin Orr, has written back to the Young Leaders Group to thank them for their kindness and has offered to come to meet with the Young Leaders to talk about mental health and the work included within our Community Mental Health Teams.

During moments of stress and hard work, it is really important to share some positivity.

A huge well done to the team at Biggleswade CMHT!

## Asking for a Friend

**ALTHOUGH COVID restrictions have lifted in England, my friend won't meet me for a coffee or join in any socialising as they say they are worried about catching Omircon? Are they right to be worried?**

The COVID pandemic has affected everyone differently. Some of us are out of the habit of socialising and have got into a pattern of staying at home. Others have embraced the chance to get out and about and catch up with friends.

The Omircon variant of COVID is highly transmissible and infection rates have been high, but for most people, it has been a milder short-term

illness. To reduce the risk of catching Omicron, you and your friend could both do a self-test to make sure you're COVID negative before meeting for a coffee, wear masks in crowded public areas, sit in a well ventilated area and wash/sanitise your hands after using public transport, cashpoint buttons, lift buttons, handrails and other surfaces touched by others.

It may be that your friend feels anxious or a bit flat and depressed - many people feel like that. Or they may be worried about passing on the virus to vulnerable people in their circle. So why not suggest a walk and a takeaway coffee in a park, or a go to a cafe at a quiet time when fewer people are about to get them back into the swing of going out - and having a bit of fun with their lovely friend.



# Driving for Change Bus Project



Marina spent the morning talking with colleagues to hear their experience of providing the new service and to plan next steps for Driving for Change.

*"I am so proud of this project and everything it represents," she said.*

*"My heart was bursting after hearing stories of hope and help. This pioneering programme is offering practical help for people who need it but the team also provide a kind word, a smile and other small touches that that make our clients feel truly valued."*

## How the service is helping

One client visited the bus in Hackney after passing it several times, eventually building up the confidence to step on board. She was quickly put at ease by the team and mentioned her arm was hurting.

Thembi assessed the injury and, suspecting it was broken, advised the client to visit A&E. A&E staff found a fracture and provided treatment for the client, who returned to the bus to thank Thembi and the team personally for their help.

Thembi was also able to connect the client with The Greenhouse practice so she can access ongoing primary care support. She is one of numerous people with no permanent address now receiving support from The Greenhouse having been helped by the bus team.

**STORIES of 'hope and help' are showing the value of a bus supporting people in City and Hackney experiencing homelessness, according to the Trust's director for primary care.**

Marina Muirhead joined colleagues from partners Change Please and NHS North East London Clinical Commissioning Group to visit the Driving for Change project in Hackney on 10 February, which marked three months since the service went live.

The multi-agency Driving for Change programme uses repurposed London buses to provide an all-in-one direct intervention service offering free GP consultations, haircuts, dental care, digital and financial literacy training, employment support, shower facilities, therapy assessments, and essential everyday items.

The aim is to give people experiencing homelessness pathways to potentially life-saving key services that centralise support.

A Driving for Change bus is parked outside Hackney Town Hall on a Thursday and Queen Victoria Street in the City on a Wednesday.

ELFT nurse practitioner Thembi Mpofu joins the bus team in Hackney to provide healthcare support and to link clients to the Trust's Greenhouse Practice in the borough, which provides care for people experiencing homelessness.







## Partnership with Northern Ireland Trust to Reduce Their Mental Health Waiting Times

A unique partnership between ELFT and Southern Health Social Care Trust (SHSCT) in Northern Ireland aims to work together to look at new ways to reduce waiting times and increase the variety of services for local people referred to primary mental health care.

The project, Steps to Wellness, started in February and included training existing staff. It aims to increase the range of treatments available in this part of Northern Ireland, while also increasing capacity and access to these treatments for local people experiencing symptoms of common mental health problems. The initial clinical phase will begin with anxiety and depression groups with first spaces offered to those on the existing waiting list.

The service can support people with a range of mild to moderate clinical conditions, including but not limited to depression, anxiety, panic, OCD, Health Anxieties, and PTSD. The service follows evidence based treatment built on the principles of CBT (Cognitive Behavioural Therapy) which requires the service user to be motivated to engage with treatment.

The Southern Health and Social Care Trust provides health and social care services across the five council areas of Armagh, Banbridge, Craigavon, Dungannon, and Newry and Mourne. SHSCT approached ELFT as the Trust has extensive experience in providing Talking Therapy Services (under the NHS national programme: Improving Access to Psychological Therapies).

## Digital Equality Survey

Asking people how they feel about the use of technology in their care

The Trust has contacted around 40,000 people who have used Trust services in the last three months to gain feedback on the use of technology in their care. With more of us than ever doing online banking, shopping and connecting with family and friends online, the Trust wants to know how much people want this in their healthcare.

The Trust has collaborated with City University, London and service users from the People Participation Digital Community to co-produce the survey. The survey has been sent by post or by email where we have an email address for the individual.

This is the first study of its kind and will provide valuable insights into how comfortable people are with services like video consultations and online bookings.



## Pronouns Campaign

THE LGBTQ+ network at ELFT, in collaboration with the Communications team, ran a five weeks long internal campaign on the importance of sharing gender pronouns.



The campaign was aimed at staff members, to raise awareness around the importance of using gender pronouns and sharing them in work settings, particularly in email signatures, even when one identifies with the gender assigned at birth (called cisgender).

The campaign asked a range of staff to explain what it means to them to be addressed with the correct chosen gender pronouns and why it is essential that we all share our pronouns, even if we identify as cisgender. There was a lot of common ground among every answer.

As one of our staff member beautifully clarified, *"Being addressed with the correct gender pronouns shows that people respect my decision and my understanding of who I am."*

Another explained: *"If a cisgender person shares pronouns, it makes me feel safe to talk about certain topics, because it means they know that pronouns are important to someone and they probably had a discussion about that. It automatically makes the environment safer because I feel there's a higher chance of that person respecting my choice of pronouns."*

*"Additionally, it's also just a better way to start a conversation, especially if a service user is looking for a mental health service to get support for their gender, sexuality, or anything related to this topic."*



## Interview with Jamie Stafford



IT'S been just over two years since the new Community Mental Health Transformation Programme started. We catch up with Programme Director Jamie Stafford to see what's happened and what's next...

**Congratulations on your promotion, how did you come to be involved in the programme?**

Thank-you very much! I joined ELFT in 2013 and since then have worked in a variety of nursing, management and Quality Improvement roles. When the London Community Mental Health Transformation Programme was initiated in November 2019, I was tasked with supporting the use of Quality Improvement within the work to design, test and scale-up a new model of integrated care, and also to support the development of a learning system around the work – an opportunity for people to test and learn together.

It's genuinely been a complete privilege to work in the programme, and has really brought together my love of improvement, systems leadership, and coproduction.

**How do you think your nursing background has helped you in your current role?**

Mental Health Nursing is such a wonderful career, and there's something so special about caring for people, particularly when they're struggling in life. My years working on inpatient units helped give me some insight into some of the challenges that people in our communities face, and also why genuine coproduction with service users and communities really matters. It became increasingly apparent to me that the most impactful intervention we provided on the ward was the community of people within it – I saw incredible nursing care role-modelled and also saw the profound value of peer-support.

I think having an awareness and experience of some of the pressures and challenges faced in front-line care – particular within multi-disciplinary teams – has been important for me in my current role too. I've spent much of the last decade working in and with teams trying to improve things, and learnt a great deal working in nursing teams about relationships and teamwork.

It's also true that there are so many remarkably compassionate and dedicated health and social care staff who haven't come from a clinical background, but live and breathe the same values of care, respect, and inclusivity. Believe it or not, I've met many unsung heroes in our corporate services!

**Why is this programme important to the community, the services users and staff?**

The programme represents such a huge opportunity for us to change the way we think about mental health care in the community. As a large NHS organisation, I think we have a lot to learn from some of the smaller organisations in our geographies. Some of our biggest successes in recent years have been as a result of partnering with new organisations, and co-developing new culturally-competent care offers.

We also have a lot more to learn from our Primary Care colleagues. Speaking with GPs particularly about how they see their role in local communities as well as their understanding of the wider determinants of health and how they impact their local population, is so refreshing. Their model is entirely open-access and self-referral (with proactive outreach offered too), and no-one is ever discharged. What would it take to normalise this approach for mental health services, and what would be the impact?

**How has the programme progressed over the last two years?**

Quickly! We started with just a handful of 'pioneer sites' who coproduced this new model of care from the ground up. Over the last two years we've gradually scaled things up and are now 'live' in all 24 Primary Care Networks in East London.

We've also been able to welcome so many new staff, and really developed and embedded a set of new roles to support this broader more diverse multi-disciplinary team – Community Connectors, Clinical Associates in Psychology, GP Mental Health Leads, Mental Health Practitioners (through the ARRS programme).

We're particularly proud of our amazing People Participation sub-team, which has grown a lot during that time and has had a massive impact across the local system.

**What challenges has the programme faced?**

Some of our challenges come from the sheer scale of the task in hand. This feels like a generational opportunity to reimagine mental health care in the community, and bring about structural, process and culture change. Of course, all of this has been happening while services remain open and managing waves of COVID-related disruption (and loss). I think at times, people have found this rather overwhelming, and we've inevitably had ebbs and flows in momentum. We've also seen some amazing examples of how our closer connections with partner organisations have enabled a more joined-up approach to some of the challenges faced. The flexibility, resilience and creativity within our teams has been really inspiring to see.

**What are your key objectives for programme delivery this year and how do you plan to fulfil these?**

We're just about to kick off a process of planning for the year ahead, so I think that remains to be decided. Two areas that are top of my list though are:

Inequalities – Our VCSE Winter Pressures Programme, which we are running with Compass Wellbeing is identifying some amazing ideas from the voluntary sector for ways that we can work together to tackle inequalities in access, experience and health outcomes. I think this will be a huge focus area for the programme this year.

Care planning – As we look to further embed DIALOG+ (Quality of Life Approach) and move away from CPA, I think another major focus of our work will be around care-planning. There are also some hugely exciting related pilot projects in the pipeline too, including the expansion of the Patients Know Best platform (which enables people to access their DIALOG+ care plan and Physical Health Check data on their own smartphone) and some new developments around Personal Health Budgets.





## ELFT's Green Plan for 2022-2025

ELFT has just published its Green Plan for 2022-2025. It outlines the ways in which the Trust plans to reduce emissions in the next 3 years and looks to even greater gains over the next 20 years and beyond. In this interview, Clinical Lead for Environment, Sustainability and Climate Action for Luton & Bedfordshire, Dr Paul Lomax talks about the changes that staff and service users can make to support the climate and ecological emergency.



**When did you first become interested in the climate change and the impact of human behaviour on the planet?** For a long time I viewed it as something that was clearly an important issue and something we should all be a bit worried about but I don't think I thought about it more deeply than that. It has only been in the last couple of years that I have really listened to some of the predictions about the effect of what sound like small numbers; 1.5 degrees 2.7 degrees, 4 degrees, will have on the planet in the near future and it really scared me.

**Was/is there any specific aspect that made you feel you wanted to get involved?** There are lots of different roles and non-clinical stuff that we get to do as doctors but I don't think any actually get you to think about how you can help alter the future of the planet. Once I thought of it this way, I didn't really have an option but to think of ways to get involved.

**What worries you most if we don't start addressing issues of climate change?** I think the world will be a very different and worse place for me, my family, and every other person. This won't be in 100 years' time, it'll be soon. The problem is by the time we start noticing some of the most dangerous consequences of this, it will already be too late and the carbon dioxide will already be in the atmosphere.

**Do you think small actions can make a difference if large actions in other parts of the world are causing damage?** Definitely. Particularly as we all work as part of the NHS, a huge purchaser of drugs, services, equipment, etc. If we can make changes to our practice that work well, they will spread throughout the NHS and international healthcare. If we are putting climate action into our service decisions, then so are the thousands of companies that want to sell to us. The knock-on effect of individuals, teams, ELFT, the NHS making climate conscious decisions will be massive.

**What would you like staff to do as part of this work?** It isn't just about not photocopying or turning lights off when you leave a room, but other things: Does my 12 o'clock appointment really need to drive into the hospital to see me? Is there a better inhaler I could suggest? Do they really need that scan - will it change my diagnosis? Could I suggest a nature-based therapy first before I talk about medication?

**COVID has seen a massive increase in one-use plastic in the NHS resulting in a lot of debris. Could this be avoidable in the future?** Yes, I think that is an important issue. But the thing that struck me about the pandemic was that feeling early on that when the lock downs were lifted and we didn't want to go back to doing everything the same way - long hours, long commutes, not seeing friends and family, not having green spaces, sitting in traffic jams. I worry we are starting to lose the idea that we can actually change the environment we live in for the better. I think the legacy of COVID should be to realise what we can do if government, business, and individuals put their mind to it.

## CAMHS Discovery College for Bedfordshire and Luton

**FREE workshops to provide life skills and promote mental wellbeing are to be provided by the Trust for children and young people across Bedfordshire and Luton. The area's first online Discovery College (DisCo) has been launched by ELFT's Child and Adolescent Mental Health Services (CAMHS).**

It is open to anyone up to the age of 18 living in Bedford Borough, Central Bedfordshire and Luton and will provide courses and workshops shaped in partnership with young people.

The college will provide practical support to help maintain good mental health and learn skills that will help with day-to-day challenges. All workshops will be delivered by friendly tutors and designed to be informal and engaging.

A launch session for the pilot project was held on 18 October to explore what DisCo means. A detailed prospectus with a range of creative engagement modules will also be rolled out over the coming months.



## ELFT Charity



THE ELFT Charity supports innovative projects that make a positive, lasting change and go above and beyond what the NHS would usually provide. Sometimes the most impactful ideas are simple ones that can benefit service users and staff in novel ways. Below are two initiatives that the ELFT Charity has been able to support:

### Winter Kits for Homeless People

The Greenhouse Practice in Hackney provides GP services and primary care support to people living in hostels or supported accommodation, rough sleepers, and people who spend a significant amount of time on the street or in other public places. The Greenhouse team applied for a charity grant to provide Winter Kits to support their service users. This consisted of new coats, hats, gloves and socks. The recipients

of the winter packs couldn't quite believe it with one saying "Do I need to pay for this? Why is it free?" and another stating, "I haven't had a new coat in over 10 years!"

### Purchase of Epilepsy Monitor

A loss of a young one is always very hard especially when they have enduring conditions like epilepsy. To develop a lasting legacy of the love for their child, a family wanted to donate money for the purchase of an Epilepsy Monitor to help another family avoid the pain and distress they had gone through. This donation went direct to the service at their request.

Dr Mohit Venkataram, Executive Director of Commercial Development, is leading on the development of the ELFT Charity. He said, "These stories show how far reaching a donation to charity can go. The impact is both on the person making the donation and fulfilling a legacy or cause that they believe in, as well on the person receiving the donation. Charitable funds do not replace NHS funding, they allow us to do something different and be creative. Our staff work closely with our local communities and will often know their needs, where there are gaps and where the ELFT Charity could help. I urge you to connect with the ELFT charity so that together we can make a difference to the local communities. Please support us and raise funds as well as participate in suggestions how we can use the funds to best effect."

All applications to the ELFT Charity are considered by the ELFT Charity Committee. If you would like to make a donation to the ELFT Charity, raise money for it or apply for a grant, go to the ELFT Charity webpage: <https://www.elft.nhs.uk/get-involved/elft-charity>

## Your Letter is in the Post!



**WE'VE** come a long way in the way we communicate with patients and service users. Once upon a time, after you saw a health professional, they would dictate a letter to a secretary. The secretary would transcribe their shorthand 'hieroglyphics' and type a letter to the individual. Later, through technological advances, health professionals could use a Dictaphone to record the words they wanted included in a letter. The secretary would then type the letter by listening through earphones.

Fast-forward another few years and computer dictation arrived on the scene.

Winscribe is a digital dictation workflow solution which allows the clinician to quickly and seamlessly record any dictation. This prevents the possibility of delayed or lost dictations all while improving efficiency.

Dragon Medical One is a software that goes even further as it can dictate three times quicker than an average person can type and is 97-99% accurate. It has an extensive vocabulary list and has accent detection.

Elliot Winstone, ELFT's Digital Transformation Project Manager, "Using this technology means that the record of the consultation appointment is accurate, it's timely as it can be recorded straightaway, and it means staff spend less time on administrative tasks and more time with the patient/service user."





## Fatima Begum - Public Governor, Luton

### What made you decide to become a Luton Governor?

I have been regular service user of the NHS and I always wanted to give back to it for all they did for me. I wanted to be nurse when I first got admitted in hospital back in 2004. However due to my health condition I was not able to. I have accessed Luton and Dunstable Hospital numerous times. My experience has been variable.

I therefore wanted to change the negative experiences and give back for all the positive experiences. I wanted to be part of the NHS in one way or another to give it support other than clapping, especially for the last 2 years for all they did for us and continuously do without break. Be it Christmas Day or any other day, the NHS runs without break. Being Governor is my way of doing my bit for the NHS.

### Being a relatively new Governor, what has your experience been like so far?

It has been brilliant, I must admit at first I felt overwhelmed with all the information. However as I started to attend more and more meetings, it became easier. I enjoy listening to everyone and enjoyed celebrating the NHS with fellow Governors. I loved meeting other Governors face to face in early December. That was the highlight of my first 3 months and it was a wonderful way to start my term.

### During the last 3 months of being a Governor, what have you found most interesting about your role as a Governor or the role of Governors collectively?

I did not realise how beneficial it would be to me personally. That's the most interesting thing I found. It has been wonderful being part of a team that has the best interests of NHS at heart. It was wonderful to see how motivated our Governors are, as well as the staff that attend our meetings. We don't normally hear or see the hard working people behind the scenes. Being Governor gave me an insight into the work that goes on and the struggles they have. It is reassuring to me as a resident/service user to see the hard work of the team.

### Is there anything else you would like Members to know about you?

Thank you to everyone who voted for me. I wholeheartedly thank you for allowing me to be part of this wonderful team of people, who share the same vision as I. I have always thought nothing is too small to make the world better place, even if I can make one small change to anyone or anything, I feel that I have made some contribution to making our world a little better. Thank you so much for giving me this opportunity. I feel privileged to be able to serve as governor.



We care. We respect. We are inclusive.

## Chair FINAL WORD

WE heard in January that the Trust has been rated 'Outstanding' by the Care Quality Commission – for the THIRD time! I am extremely proud of all our staff, service users, carers, governors, members and the Trust Board who contributed to this remarkable achievement.

In my two years at ELFT, I have seen and heard the zeal and tenacity that the Trust demonstrates at every level to improve and get things right for our communities. I am so proud of this recognition. We know that there are still areas for improvement. But I know the Trust will endeavour to address these to ensure anyone needing our services gets what they need to progress.

You will be aware that going forward, we propose the appointment of a joint Chair for ELFT and North East London Foundation Trust (NELFT). This feels like a natural fit and a logical next step. Both trusts provide services in London and the East of England so are both immersed in the design and delivery of integrated services: across the Bedfordshire, Luton and Milton Keynes (BLMK) integrated care system for ELFT, and for NELFT providing services in Essex and Kent.

Both trusts' councils of governors (CoGs) have been exploring the benefits of an arrangement and both are in favour of establishing a process to appoint a joint Chair. It is not unusual for trusts to share a chair. As you know, I have been Chair of Barnet, Enfield and Haringey Mental Health Trust and the Royal Free, alongside being ELFT's Chair.

There will continue to be two independent Boards for each trust and two sets of governors but with one person occupying the chair of both trusts. That means each trust will continue to be accountable to local people through their governors and the scrutiny of locally elected representatives. For us in ELFT, that means that we will continue to be fully committed to our partnerships in Bedfordshire, Luton AND London.

These are interesting times as we hopefully pull out of the pandemic, start to progress the aims of the new ELFT strategy and look towards closer working with partners in all the areas that we provide services.

We have barely come out of the COVID pandemic and now are faced with another crisis. These are tense and anxious times we live in. I recognise the impact of this on our diverse communities, with Ukrainian and Russian colleagues and friends. I am reminded of the saying, "If you face a choice between being right and being kind, be kind."

Best wishes to you all  
Mark Lam

## Newham Psychologists and Carers Author Book on Dementia

DR MICHELLE Hamill and Dr Martina McCarthy, Clinical Psychologists from Mental Health Care of Older People's services in East London have co-written a psychologically informed book 'How to Help Someone with Dementia.'



It includes content from experts by experience from the service; Patrisha David - someone with Dementia, Shirley Drake, daughter and carer to Eileen McDermott and Edna Medland - wife and carer of Robert 'Bob'. Sadly, Eileen and Bob

passed away during the writing of the book.

The book aims to promote a holistic, person-centred, compassionate and creative approach in supporting carers who support people with dementia.

Michelle and Martina hope the book will help carers to look after themselves to be able to support loved ones who have dementia with dignity and respect, and provide tips and advice on how to manage the challenges that can arise.

Dr Hamill says, "We feel privileged to have worked with these women and we thought their stories brought amazing life to the psychological ideas and principles offered in the book. We were approached by a publisher who had seen some papers we had authored about dementia. We couldn't say no, given how much carers of people with dementia contribute, often quietly and without recognition."

Shirley enjoyed the experience of contributing to the book: "It is so exciting; the book will be such a great help to everyone. I really wished I had the book when mum was diagnosed as I felt totally alone, naive and ignorant really. So our beautiful book will help many."

The book has impressed colleagues working in this field. Consultant Psychiatrist Dr Juliette Brown, from the Newham MHCOP service had this to say: "It's probably the best book on dementia I've ever read,

and we're really pleased and proud that our patients and families have chosen to work with the team to produce this resource which will help so many people struggling with dementia."





## Stunning Mural Puts Allied Health Professionals on the Map

**AN eye-catching mural created to celebrate and publicise the 14 autonomous NHS professions that together form North East London's Allied Health Professionals (AHP) workforce, has been unveiled in Waltham Forest.**

*"This beautiful image is taken directly from a Gardening for Health group project for local Bengali women in Tower Hamlets"* explained Dr Sharen Hayre, a clinical psychologist in Tower Hamlets who led and developed the gardening project with AHP colleagues. Sharen described the project as: *"a group for women who experience chronic pain within the wider contexts of reduced mobility, long term physical health conditions and related emotional distress.*

*"The gardening project provides an integrated therapies model to re-engage women with their abilities and strengths by incorporating Psychology, Physiotherapy and Occupational Therapy. It is co-facilitated with Care Navigation and Rehab and Peer Support Workers.*

*"By allowing women to connect with nature and be amongst other women who have similar experiences, the project supports improvements in both physical and emotional/mental health wellbeing."*

The mural adorns a stately Victorian era end of terrace house in Leyton's Vicarage Road. The centrepiece signet ring's mysteriously glinting logo is sure to get onlookers wondering as to what it signifies.

In fact, the ring portrays the national AHP workforce logo in NHS blue surrounded by fourteen pink circles, each one representing an AHP profession.

The North East London Health and Care Partnership's (NELHCP) Black and Asian Minority Ethnic AHP network hope that not only will it get people talking, but will encourage more people from minority ethnic communities to consider a career as an AHP.

ELFT Professional Lead for AHPs, and Chair for AHPs for NELHCP Stephen Sandford said: *"We are especially keen to ensure that all fourteen AHP professions are representative of our local communities. Care City and over 40 BAME AHP Career Ambassadors are working directly with local schools and colleges to inspire young people across North East London into finding out about AHP careers. The ambassadors provide a range of support including mentoring for young people and through talks share all the possibilities for potential careers ahead."*

*"AHPs work to really make a difference to peoples' lives locally, and this beautiful piece of art tells some of that story."*

For more information on the full range of career opportunities available as an NHS Allied Health Professional across north east London visit:

<https://careers.eastlondonhcp.org.uk/career/allied-health-professionals/>

