

C&I News

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C&I unveils five-year plan to transform mental healthcare

C&I has unveiled a five-year vision for the transformation of mental healthcare in Camden and Islington. It puts GP practices at the heart of delivering innovative services whilst the Trust continues to develop its specialist care streams.

This new Clinical Strategy outlines the future direction and priorities for all C&I services, in an area with very significant levels of psychosis and depression.

The strategy was developed with service users, carers and staff with the aim of providing the best possible prospect of recovery and independence through the best use of the Trust's available resources.

The focus is to support service users to live fulfilled lives, with their feedback and that of carers driving how services improve and develop, and taking account of their physical and social needs - not just their mental health requirements.

The Trust's vision, set out in its *"Clinical Strategy 2016-2021 - A vision for the transformation of mental health services"*, envisages the development of practice-based mental health teams working locally with GPs and other services in primary care. It is built on ten separate guiding principles (see box below for detail).

Underpinning the strategy is the belief that practice-based mental health teams (see separate box opposite) are better placed to see those who do not need to engage with hospital-based mental health services. The teams will support GPs caring for people with chronic but stable mental illness.

The **ten** overarching themes and principles for C&I's clinical model are:

- 1 We will co-produce with our service users and carers their treatment and support
- 2 We will work in a recovery-orientated way
- 3 We will offer evidence-based interventions
- 4 We will choose outcomes that measure things that matter to service users and carers and use these to shape our services
- 5 We will integrate with other services so that service users have their mental, physical and social needs met in a coherent way

C&I hosts LGBT art exhibition



The exotic and eye-catching were out in style at a stunning art exhibition at St Pancras Hospital in February. To read more go to Page 3. ▶

This enables senior clinicians to make quick decisions about treatments, accessing services near where the service user lives and, if necessary, referring them to one of the Trust's specialist care services or "pathways".

These have been developed since C&I's previous clinical strategy in 2013 and offer more specialist treatments covering community mental health, acute services, rehabilitation and recovery, services for the ageing, and substance misuse.

Under the new Clinical Strategy, these services will link people into local social networks and community resources.

The emphasis on GP practice-based mental health care is underlined by C&I's approach to caring for people with psychosis.

With the help of its authorities and clinical commissioners, it is developing a "virtual" group of services, or Integrated Practice Unit (IPU), for an innovative approach to combining care both for people's mental health and their physical needs. (See more on page 2)

Want to help edit our next C&I News, which will be a special edition all about our Clinical Strategy? See "C&I News", page 8 bottom right.

- 6 We will prevent mental illness deteriorating or relapsing in all our service users and we will contribute to initiatives that prevent mental health problems in children and young people
- 7 We will equip all our clinical staff to address drug and alcohol problems
- 8 We will improve access to our services for everyone regardless of gender, race, ethnicity, disability, sexual orientation and other protected characteristics
- 9 We will choose a quality improvement methodology and implement it
- 10 We will grow our already strong interest in research

The impact of psychiatrists and psychologists in GP surgeries

Under C&I's Clinical Strategy it is envisaged that most people with mental illness will be helped through services provided in their community - from GPs, C&I practice-based teams or psychological therapy teams, local authorities, physical health services and the voluntary sector.

GP practice-based teams of psychiatrists, psychologists, mental health nursing staff and social workers will be at the heart of C&I's service. This reflects the wish of GPs to have close links with a consultant psychiatrist, with quick and easy access to expert advice and for their patients to be seen in good time. Earlier detection and treatment would lead to better outcomes and save primary and secondary care costs.

Recent C&I pilots in Camden, Islington and Barnet showed the effectiveness of such teams in managing mental illness within primary care, reducing the need for secondary mental health care services referral by 60 to 65%.

GP Dr Kathleen Tuck, is a partner at The Miller Practice, Highbury New Park, Islington, where a mental health team from C&I has been visiting the practice for about five months.



Dr Katherine Tuck

She said the arrangement was a very positive experience leading to much closer links with a consultant psychiatrist and a clinical psychologist who each attend a day a week.

She said: "From the GP perspective, it's led to clearer communications channels, easier referral methods and easier access to advice in managing patients."



Catherine Benoy

Catharine Benoy, who was referred by her GP at The Miller Practice to a consultant psychiatrist, said: "It was very quick for me to see the psychiatrist and useful that they were located in my GP's practice.

"The communication between the doctor and psychiatrist was extremely good. I have had a very positive experience of the arrangement."

Closing the mental health mortality gap through an Integrated Practice Unit

A key element of C&I's Clinical Strategy outlines a pioneering new approach to treating people with psychosis, combining care both for people's mental health and their physical needs.

After winning five-year contracts from Camden and Islington Clinical Commissioning Groups, C&I is now developing an Integrated Practice Unit (IPU) – a “virtual” group of services, to provide a more integrated approach to an individual's physical and healthcare needs.

The initiative is one of the first of its kind in the country and puts C&I at the forefront of caring for people with psychosis, whilst also treating them for long-term physical conditions, such as diabetes and chronic lung and heart disease.

The approach is radical and aims to increase the lifespan of individuals with psychosis, who typically die 15 to 20 years sooner than a healthy person.

C&I's approach to treating psychosis shifts the focus to being centred around the patient, making better use of GPs' practices, with multi-disciplinary teams of clinical and non-clinical staff, including psychiatrists and psychologists, supporting GPs and providing service users with all their mental and physical health treatments.



Dr David Davies

Dr David Davies, a GP partner at Amwell Group Practice, Islington, and Clinical Lead, Value-Based Commissioning and Mental Health, Islington Clinical Commissioning Group, said: “Working as an IPU will enable patients with mental health issues to live longer, healthier and happier lives.

“A new approach is necessary to try to help psychiatrists, GPs, clinical psychologists and social workers work more closely together to improve the care of a patient's physical health problems such as diabetes, heart diseases and blood pressure, as well as focus on their mental health.

“IPUs concentrate on getting the basics right - to help improve care - like better IT systems, easier access for patients to contact staff, better patient records, and more of an emphasis on what's important to the patient.

“I'm confident that five years from now, it will be much easier for patients to get treatment from doctors and nurses that addresses health concerns such as smoking, alcohol abuse or recreational drug use that are a major contribution to their overall ill health.”

Peter Jones, Director of service user group iBUG (Islington Borough User Group) said: “It's early days and it's a very bold move by the commissioners and the providers to try to get a better service and to reduce the death rate to that of the rest of the population, but it's something that is well overdue for action.”

Past and current Chairs (L to R): Prof. David Taylor, Richard Arthur, Wendy and current Chair Leisha Fullick



Wendy Wallace reflections on retirement

After ten “fabulous” years as C&I CEO, Wendy Wallace retired in March – with plans to get fitter, do more sailing and get more sleep.

Around 80 guests spanning Wendy's wide career in mental health and social care, gathered at the British Library, Euston Road, to wish her well.

Chair, Leisha Fullick, led the tributes from service users, staff, Trust governors, and former Trust chairs. Guests also attended from NHS London and NHS England, local authorities and clinical commissioning groups.

Leisha described Wendy's time as CEO as a “long, hard and rocky road”, during which she successfully steered the Trust through financial issues, led on drawing up two clinical strategies and became the first CEO to win Foundation Trust status for a Care Trust.

She said that Wendy was leaving “quite a legacy”, from creating a mental health strategy for north London, to making the Trust, in partnership with UCL, number one in the UK for mental health research and second globally.

Leisha said: “Without exception, all services have improved under her watch. The management in the Trust feels solid and stable and fit to go forward for the future.”

Wendy's career - spent in mental health and social care roles in London and Manchester - had been marked by innovation, said Leisha.

It included a pioneering “Stop Smoking” campaign, the focus of extensive media attention across Europe, as well as initiatives to help those with learning disabilities.

Leisha added: “Wendy is one of the hardest workers I have ever known and she keeps on going because she really cares for this organisation and the people that we are responsible for.”

She revealed, too, that Wendy at one time was a talented athlete who had competed for England in sprint events at European and Commonwealth competition level.

In response, Wendy said it had been a “huge privilege” to work in the NHS which she likened to a large neighbourhood.

She said: “It's been about doing things for people. I hope I have made a difference in that time. It has been fabulous and I have had an absolutely great time.

“The Trust is in a good place, despite finances being tough and there are some really good things ahead.”

Amongst those she thanked were the Trust Executive team and all her PAs, including Dionne Holness.

She said she was going to have a “whale of a time” in retirement but added: “I am really going to miss you lot.”

- **Angela McNab, the Trust's new Chief Executive, started in her new role on April 20.**



Leading the tributes: Leisha Fullick, Chair, C&I

“**Wendy is one of the hardest workers I have ever known and she keeps on going because she really cares for this organisation and the people that we are responsible for**”
– Leisha Fullick, Chair, C&I



How Elliot netted a job thanks to Arsenal football scheme

A love of football helped service user Elliot Hughes recover from a difficult period in his life... and also landed him a full-time job following a spell of unemployment.

Elliot Hughes, 29, from Highgate, north London, was receiving treatment at the Camden and Islington NHS Foundation Trust when he was referred to the CANDI football group, which is run in partnership with C&I and Arsenal in the Community.

Elliot explained: "I'd had a few problems and after I heard about the Arsenal CANDI football scheme, I went along to the sessions. You get the chance to take part in five-a-side games - it's a great way to get exercise, meet similar people and have a laugh."

Through the scheme, Elliot was told about an employment project run by ICON TRAINING which led to a full-time job for him as a lifeguard at Kentish Town Sports Centre.

Elliot said: "If I hadn't gone along to the sessions, I wouldn't have been put in touch with ICON and got my lifeguard job which I'm really enjoying."

Achieving his goal: Elliot Hughes with C&I and Arsenal in the Community

"The Arsenal CANDI scheme has helped me to meet new people who have something in common with me. Everyone has had their problems, but this has built my confidence by enabling me to mix with more people."

The eight-year-old project is now firmly established as part of the Community Occupational Therapy work. It enables people to play football regularly in a supportive environment, as well as provide routes into employment and vocational development through organisations such as ICON, Aspire, Remploy and Arsenal in the Community to name but a few.

Anyone interested in joining the Arsenal CANDI scheme should contact Robert.Lall@candi.nhs.uk or Ruth.Watson@candi.nhs.uk

Games and training take place on Mondays between 11.30am and 1.30pm at Market Road Pitches, N7 9PL and on Fridays, between 1 and 3pm at the Arsenal Hub, N7 7AJ.

C&I hosts LGBT art exhibition

The Mayor of Islington and celebrity guests attended a stunning art exhibition at St Pancras Hospital in February to mark the nationwide Lesbian Gay Bisexual and Transsexual (LGBT) History Month.

The seventh Loudest Whispers art exhibition, focused on the themes of this year's event - religion, belief and philosophy - and included work from 37 artists.

Mayor of Camden, Lorraine Revah, opened the exhibition which included several stunning works, such as TEMPLE, by transman Simon Croft - an exploration of body and identity.

Nigel Harris, Camden LGBT Forum Director, said: "Many LGBT artists do not go through conventional training and have not always had the chance to exhibit. Loudest Whispers gives many the opportunities to get their creativity out to the public."

The event was organised by The Arts Project team which was established in 2003 by curator manager, Peter Herbert. A donation from revenue from the sales of artwork from the event went to The North London NHS Charitable Fund, which supports the gallery space at the hospital.

Explaining the importance of the event, Peter said: "The seventh Loudest Whispers confirms this exhibition has now rightly found its place in the calendar of London's notable annual LGBT arts-related events."



Loudest Whispers: Camden Mayor, Lorraine Revah with Loudest Whispers curator, Peter Herbert



Loudest Whispers: Some of the many visitors to the exhibition

News in brief

Emerald Ward opens at Highgate Mental Health Centre

Staff are celebrating the opening of a brand new ward at Highgate Mental Health Centre after many months of preparation, upheaval and hard work.

Emerald Ward is a 16-bed mixed inpatient facility that will care for service users with acute mental health conditions.

It was previously known as Jasper Ward, but had to close temporarily in mid 2015 so that anti-ligature work could be carried out.

Its re-opening under the new name Emerald Ward means that patients, who had previously had to be diverted to another ward or to beds outside the Trust, can now be brought back "in-house", with potential savings of hundreds of thousands of pounds a year.

Senior Service Manager, Karen Jones, who project-managed the entire operation, said: "It is fantastic that we are once again able to treat all our service users on-site in facilities that are safe, welcoming and comfortable."



Some of the team that worked on the ward opening.

C&I Head of Quality selected for Improvement Fellow programme

Sarah Papworth-Heidel, C&I's Head of Quality and Patient Experience, has been selected to participate in a prestigious Fellows programme to help health and social care professionals drive improvements in their organisations.

Sarah is just one of 23 individuals across north central and east London and Essex to be chosen to join the first group in the Improvement Fellows programme, run by UCL Partners - the academic health science partnership.

Sarah has previously led a programme of work at C&I, as Matron for Fall Prevention and Training, to improve how we continuously reduce falls by ensuring staff proactively risk-assess service users and that all the necessary precautions and training courses are in place.



Sarah Papworth-Heidel

Update on February's Care Quality Commission Inspection

C&I is awaiting the findings from the CQC's inspection in February. The week-long inspection by a team of 55 inspectors followed months of preparation to ensure everything went smoothly.

It entailed visits to 66 services across all C&I's divisions and rigorous interviews with staff at all levels.

Service users also provided valuable feedback on their care and treatment. In early feedback, the inspectors described C&I staff as open, honest and transparent.

The CQC's final report is expected to be published early summer ahead of a Quality Summit when its findings will be formally presented.

Medicine for Members
Expert talks:

The Art of Recovery

In March musicians and artists, including service users, contributed to a Medicine for Members event dedicated to highlighting the crucial value of art in mental health recovery and wellbeing.



Artist Simon Croft; Curator Manager of the Art Project, Peter Herbert; C&I Chair, Leisha Fullick; C&I Head of Occupational Therapy and Arts Therapy, Sandra McGhee; Key Changes Manager, Peter Leigh

Sandra McGhee, C&I's Head of Occupational Therapy and Arts Therapy, spoke about art's place in hospitals and why we have a long history of supporting it.

Curator Manager of the Art Project, Peter Herbert, who has organised art exhibitions at C&I for the past 13 years, described the diverse range of work that these have involved.

Acclaimed artist and trans-man Simon Croft explained how art helped him to develop resilience and contributed to his sense of worth and of making a difference.

Peter Leigh, from Key Changes, an organisation that provides music therapy in hospitals and the community explained the benefits for people experiencing mental health problems.

Musicians from Key Changes rounded off the evening with a live music session and a tour of the Endless Whispers art exhibition on the ground floor corridor next to the Conference Centre.

Chair, Leisha Fullick, said: "Camden and Islington NHS Foundation Trust is totally committed to the development of arts projects as a really important way for service users to re-engage and recover. It is, and will remain, a key aspect of our work."

Medicine for Members events take place throughout the year on a range of mental health issues and areas of interest from across C&I.

For anyone interested in becoming a member of Camden and Islington NHS Foundation Trust, please visit: <http://www.candi.nhs.uk/members/>, email: membership@candi.nhs.uk, or telephone 020 3317 3192.

Stars in our eyes

Our Star of the Month award celebrates a member of staff or team who really put our values into action. Service users, carers and professionals can nominate a member of staff who has made a real difference to your life.

The year started with Ashok Arumugam, Team Administrator for iCOPE North Camden Psychological Therapies Service who was C&I's January Star of the Month.

He has been with C&I since 2009 and is sole administrator for a team of 40 colleagues based in newly-refurbished premises in South Wing, St Pancras Hospital, since a move from Kings Cross Road at the end of last year.

Ashok has responsibility for the smooth running of all clinical support, such as room bookings, correspondence and network and email access.

Jennie Rowden, Clinical Co-ordinator and Senior Psychologist, said in her nomination: "Ashok has been truly heroic in his efforts to keep us functioning throughout the transitional period both before and after the move in November, and we are truly grateful for his industrious, conscientious and committed presence – not to mention his mischievous wit and deep wisdom."

Rebecca Broadhurst, Lead Practitioner for Services for Ageing and Mental Health and the Community Mental Health Team in Camden, was crowned February's Star of the Month.



Star: January - Ashok Arumugam with Leisha Fullick, Chair, C&I, and Jennie Rowden, Clinical Co-ordinator and Senior Psychologist

Rebecca, based at the Peckwater Centre, Peckwater Street, Camden, is a qualified social worker and has been with the Trust for just over 11 years, also working as an Approved Mental Health Practitioner in Camden.

Her nominees praised her hard work and commitment, stating: "Rebecca is one of those people without whom the service wouldn't really function. She doesn't like to be in the spotlight, instead just 'gets on with it', but that's even more reason for us to nominate her!"

In officially crowning Rebecca Star of the Month for February, Leisha Fullick said she had been impressed by the nomination which had taken each Trust value in turn, explaining Rebecca's exemplary record against each.



Star: February - Rebecca Broadhurst (right of Leisha Fullick) celebrates her win with colleagues

C&I Teams get Speedy Digital Access to Service User Records

C&I staff are being trained on a new digital records system, called the Camden Integrated Digital Record (CIDR), that enables them to access GP encounter records and prescription histories of Camden service users directly and without having to contact surgeries.

The new system, developed by the Camden Clinical Commissioning Group (CCG) with local health and social care providers, enables staff to easily view advice regarding medication.

It will allow direct access to information relating to our patients' physical healthcare, including upcoming appointments, and facilitates joint working with other health providers.

Under CIDR, non-Camden council staff will be able to access adult social care data directly from the council, reducing the need for our social work colleagues to provide this information - but will follow a robust security process.

Dr Vincent Kirchner, C&I Medical Director, said: "CIDR will be a great asset for our staff in providing access to important information about service users quickly and efficiently.

"It enables them to build a more complete view of a service user's medical and social care history much more directly than before, ultimately benefiting the service user through a more integrated approach to their mental health care needs."

CIDR combines health and social care data from a wide range of partnership sources including Camden GP practices, Coordinate My Care (CMC), the London Borough of Camden, and several London NHS Foundation Trusts.

C&I's Camden Memory Service is one of the first teams to be trained on the system.



Claire Bibbey

Claire Bibbey, Assistant Practitioner with the service, said: "The system is very useful and enables us to access details of service users' medication for instance, without having to chase their GP.

This saves a lot of time and a lot of phone calls."

Marijke Post, Team Manager, said: "Some of the important background information we might need about a service user is now available to the team through CIDR, such as blood results and social care information.



Marijke Post

"In a few months we will also be able to see the results of CT and MRI scans on CIDR. This will make a huge difference to our team and the patient experience, as we will no longer have to chase the hospitals for these results."

If you have any questions about CIDR, please contact cidr.project@nhs.net. For more information go to <http://cidrportal.camdenccg.nhs.uk/>



Please email ideas on ensuring our new CareNotes patient record system is as efficient and effective as possible to improvingcarenotes@candi.nhs.uk

Spotlight: Crisis Call Centre

The Frontline Team dealing with crisis 24 hours a day

Tucked away in a once-quiet corner of Level 3 at Highgate Mental Health Centre is a room that plays a vital role in how C&I assesses and then delivers crisis services.

Overlooking the trees and tranquility of Highgate's Waterlow Park it used to be a calm storage area for service user records.

Not any more. Since last July, the room has operated as the Trust's 24-hour Crisis Call Centre, handling a myriad of different incoming calls. Callers are seeking urgent mental health care; this can be service users, GPs and other health professionals with potential referrals; the police; and Trust colleagues. Emergency calls do also come through and staff then support callers to use 999 services.

The centre was launched last year as the next phase of a developing system in which callers, including GPs, could speak directly to clinicians and get a faster response rather than having to use a paging service. The average call is answered within 45 seconds.

It can be a highly-pressurised environment as clinicians filter incoming referrals and other calls to assess the best course of action, including home treatment. On a busy day, a team that during the main part of the day is six-strong, can handle up to 200 calls – 30 in an hour sometimes. An average call takes 5.5 minutes, but occasionally can last an hour.

Lindsay Cole, Crisis Call Centre manager, said: "It can be stressful and we've recently introduced a 'cool down' debrief period where we catch our breath and discuss difficult calls.

"Calls could be from GPs who have seen someone in their surgery or spoken to someone on the phone and who is perhaps suicidal, or psychotic or manic. The GP may be unsure what action to take."

Referrals to the C&I Crisis Resolution Teams stood at just over 200 six years ago, but this has more than doubled, to more than 500 a month now.

Before the Call Centre developed, each Crisis Resolution Team responded to calls and referrals separately. It was recognised that a central point of contact for crisis calls would help service users and professionals to get a quicker response. A new telephone line for police to contact clinicians directly was also established.

The Call Centre draws its call handlers on a rota basis from a 50-strong specialist pool of nurses and assistant practitioners working in C&I's three crisis teams.

Overall calls to the crisis resolution and home treatment team are increasing significantly too, rising by around 15% in the last six months to around 4,000 a month.

Overall satisfaction with the crisis teams remains high - a testament to the skills and professionalism of the crisis teams and managers - and there have been many positive comments from stakeholders.

In 2015, 90% of Islington Crisis Resolution Team and 100% of those using Camden Crisis Resolution team users would recommend the service to friends and family.



“It can be stressful and we've recently introduced a 'cool down' debrief period where we catch our breath and discuss difficult calls”

– Lindsay Cole, Crisis Call Centre manager



Calm in a crisis: team member Nonie Fennell-Kelly



Swift response: most calls are answered within 45 seconds

“I've really appreciated having a direct dial number for the Crisis Team and on the three occasions I've used it in the last three weeks, it's worked really well. It's great to have better access for direct clinician to clinician contact.”

– A Camden GP



I need help now
Getting help in a mental health crisis

If you are already cared for by our mental health services call: **020 3317 6333**. This number is available 24 hours a day, seven days a week.

If you are not under the care of mental health services call the C&I Crisis Team: **020 3317 6777**. This number is available 24 hours a day, seven days a week.

If you or someone else is in immediate danger or risk of harm phone **999**.



60 Seconds with...

Darren Summers

Director of Strategy & Business Development

What does your role involve Darren?

My job is to help the Trust achieve its ambitions of excellence, innovation and growth, with a focus on the growth bit. We want to do more of what we are good at, and be a key part of the network that supports local communities' health and well-being.

The Trust is collaborating closely with partners in North Central London to develop plans that address financial gaps and ensure local people get high quality healthcare. This is a big part of my work.

What has been your route to joining C&I?

In the 90s, I spent a lot of time working with the homeless and with asylum seekers in central London, at one stage managing a big asylum hostel. Then somehow - almost by accident - I moved into NHS and local authority mental health commissioning in east London. I spent ten years doing that. In 2012, I took a role as Director of Growth in a care and support division of a large not-for-profit housing association in the south east, before moving here to C&I.

We hear you are quite widely travelled, tell us about some of the places you have been to?

In my 20s I travelled quite a bit in Africa and spent over a year living in a mountain village in southern India. It was a fantastic thing to do. I was not ambitious in a career sense but had a strong curiosity and was determined to experience cultures and landscapes different to that I grew up in. Ten years ago I also took a career break to travel around West Africa.

What is your perspective on the profile of mental health issues in the UK at the moment?

The previous stigma around mental health is being eroded quite significantly and people feel able to be much more open about it now than before. This is really good news. The readiness of some high profile celebrities - like Frank Bruno and Stephen Fry - to talk about their own personal experiences has certainly helped make a difference.

How do you unwind?

I have a young family, with sons of six and nine, who naturally keep me busy. I like to keep fit too and am a keen runner and a member of my local running club, Leigh-on-Sea Striders. I ran the Brighton marathon in April and next up, I hope, is to try a long distance ultra run. I also read as much as I can, perhaps a book on African current affairs or a hard-boiled thriller.

We also hear you are fan of hip hop music?

I like anything by The Roots. I try to keep up-to-date with what's happening - Vince Staples and Kendrick Lamar released great albums last year.



Agi Kertynska

A day in the life of...

Agi Kertynska

The Nanny McPhee of Organisational Development

Agi Kertynska often likens her role to that of Nanny McPhee, the character in the children's film of the same name.

At the start of every new job, Nanny McPhee declares: "When you want me, but no longer need me, then I will go."

That is what Agi hopes will be the successful end result of her work as an Organisational Practitioner at the Trust.

But what is Organisational Development?

Agi, who's been at the Trust for 18 months, explained: "Organisational Development (OD) looks at how staff live an organisation's values, how various processes work within an organisation. What needs to be stopped or speeded up? Are staff, teams and leaders aware of and working towards the goals of their organisation?"

OD first started in the late 1940s and has its roots in behavioural psychology. Its aim is to improve performance by getting staff fully involved in achieving their organisation's goals.

Agi said: "There are different ways to help organisations be more effective. My preferred one is through coaching, providing the correct environment and space in which to ask the questions to help colleagues come up with the answers themselves.

"I want to create a system at the Trust which allows all staff to live by its shared values and incorporate them in all their activities. All OD activities are designed to realise this aspiration."

The OD strategy focuses on four themes Collaboration, Adaptability, Transparency and Environment - echoing the Trust's values and making sustainable and value-for-money care possible.

Under each OD theme, a series of actions has been devised, principally by staff in special brainstorming sessions, called "Innovation Greenhouse" workshops which will be run by Agi until September 2018.

Amongst key "interventions", for instance, from February 2016 to February 2017, are four initiatives to help different teams work better together and create a more welcoming work environment, with better staff engagement.

Participants from the Innovation Greenhouse workshop formed the project teams but more staff members are needed. These are opportunities to meet new colleagues, learn how project management works in practice, raise your professional profile, share ideas and skills and, most importantly, have an impact on shaping the culture of C&I.

If, in addition, you have unique skills you would like to use, for instance technology design, video production or hospitality experience that would be, as Agi puts it, "awesome".

Any colleague interested in offering additional skills to Agi to support ongoing organisational development work should contact her at: agi.kertynska@candi.nhs.uk

Agi is seen as an emerging leading light within OD, and earlier this year was cited as national "Superstar" in monthly awards run by NHS Employers, the body representing senior NHS human resources specialists.

Before joining us in February last year, she worked on leadership development and talent management projects at the London Strategic Health Authority and in a national role in education and training at Public Health England.

The C&I OD Strategy



Minister of State visits C&I and hears of successes and innovation in mental health care

Alistair Burt, MP, Minister of State for Community and Social Care, visited the Trust in March to hear first-hand from health professionals and service users about its innovative and person-centred approach to mental healthcare.

He spent more than two hours at our St Pancras Hospital site, north London, seeing some of the Trust's specialist services, including its expert work in the fields of traumatic stress, mental health crisis, recovery and psychological therapies.

The following week, he publicly applauded the care provided by C&I for service users as "incredibly inspiring" and as "amongst some of the best care" he had seen.

In a keynote speech at the annual conference of the NHS Confederation Mental Health Network, he said: "Camden and Islington NHS Foundation Trust has a variety of specialist services, including a centre for traumatic stress, as well as mental health crisis and recovery services and psychological therapies.

"It has a large and challenging catchment area – from Russell Square to Holloway – an area where over 290 languages are spoken. Coupled with this, they have one of the highest needs for mental health services in the UK – with a higher than average prevalence of psychotic and non-psychotic mental health problems.



L to R: Chair Leisha Fullick, Alistair Burt MP, non-Executive Director, Angela Harvey and CEO, Wendy Wallace

"But the care they offered was incredible. It was amongst some of the best care I had seen in my time as a health minister, it was incredibly inspiring."

Leisha Fullick, C&I Chair, hosted Mr Burt's visit, with non-Executive Director, Angela Harvey, and Chief Executive, Wendy Wallace.

During his tour of C&I's main site, the Minister visited our Traumatic Stress Clinic (TSC), incorporating the London Veteran's Assessment and Treatment Service (LVS) and met former veteran Neil Davies and "Rachel", a refugee from war-torn Sierra Leone.

He also dropped into the Rivers Crisis House and visited the Recovery College, where he joined a group of students for a class entitled "Stigma in Mental Health". His final stop was a meeting with staff from our iCope service which offers psychological support for people across the full range and severity of common mental health problems.

Mr Burt said: "Mental health services have progressed a great deal in the last few years, and the work I saw gives me further hope for the future."

"The care they (C&I) offered was incredible. It was amongst some of the best care I had seen in my time as a health minister, it was incredibly inspiring."
– Alistair Burt, Minister of State



Listening: Mr Burt with Consultant Clinical Psychologist, Mary Robertson and former veteran, Neil Davies



Winning Team: Islington iCope Psychological Therapies & Wellbeing Service

Islington iCope counters mental health stigma with school coffee mornings

C&I's Islington iCope Psychological Therapies & Wellbeing Service has won a £10,000 bursary for an innovative programme aimed at removing the stigma around mental health with a series of coffee mornings held in schools.

The award, announced in the regional Health Education England Quality Awards 2015, aims to promote healthy living through education and training. The Quality Awards celebrate innovation and excellence in NHS physical and mental health services.

The "iCope Talks" project ran in 15 Islington primary schools with parents listening to talks from iCope clinicians for parents on different topics. These included helping people to think about the signs and symptoms of stress, low mood and worry. There were discussions on self-care, learning relaxation and mindfulness exercises.

Attendees - men and women – came from a diverse range of cultures and a broad range of ages. For some talks, interpreters helped to ensure our message reached all who came.

The vast majority of parents said that following the coffee mornings, they would seek help from the iCope service, as well as recommend it to others. Their success is supported by the increase in referral numbers since the project began.

Dr James Gray, Consultant Clinical Psychologist and Clinical Lead at iCope, said the project had helped to shift people's understanding of psychological therapies and the diverse ways to get messages across such as the coffee mornings or online self help packages, rather than traditional face-to-face meetings with a psychologist.

Get involved:

C&I's 2016 Council of Governors Elections

C&I's 2016 Council of Governor elections begin in July and provide an opportunity to either stand as a candidate, vote, or both.

To vote or stand as a candidate in the elections you must be one of the following:

- A public member, living in Camden
- A public member, living in Islington
- A public member living in one of the other Greater London boroughs
- A service user member
- A staff member

If you are not currently a member and want to join, please call **020 3317 7115**

or complete our online membership form at

<https://secure.membra.co.uk/CANDIAApplicationForm/>

How will the elections work?

Electoral Reform Services will run the process on behalf of the Trust, using the Single Transferable Vote voting system, where members rank candidates according to their order of preference. Members will be able to vote by post or online.

The first stage of the process involves members being invited to stand as a candidate. Following publication of a list of eligible candidates, all members will be sent a voting pack.

How do I find out more?

In June, information about the election and the role of Governors will go on our Trust website. Alternatively come to our Governor Information event. See details in the next column under "Upcoming Trust events".

Key Governor election dates for your diary

Stage:	Milestones:	Date:
Nominations Stage	Notice of Election / nomination open	Friday, 8 Jul 2016
	Nominations deadline	Friday, 5 Aug 2016
	Summary of valid nominated candidates published	Monday, 8 Aug 2016
	Final date for candidate withdrawal	Wednesday, 10 Aug 2016
Ballot stage	Notice of Poll published	Friday, 26 Aug 2016
	Voting packs despatched	Tuesday, 30 Aug 2016
	Election closes	Thursday, 22 Sep 2016
	Trust advised of election results*	Friday, 23 Sep 2016

Newly-elected Governors will commence their terms following the Annual Members Meeting on 6 October 2016.



David Barry,
Lead Governor,
on why he
became a
governor

We are all volunteers. So how do we contribute? The short answer is that when Governors speak, the rest of the Trust must, by law, listen. For example, the Governors have a number of important formal powers, for example approving the CEO's appointment. So the Council of Governors matters.

The Board is chaired by the Chair of the Trust, who is appointed by the Council of Governors (CoG). In the same way the CoG also appoints all the non-executive directors. The Chair and the NEDs are appointed for three years and may be re-appointed only once, so actually the CoG is often called on to make these appointments. So the Council makes decisions.

A third formal power is that Governors can put forward motions for Council meetings, which if passed, the Board must pay attention to. For example, the Council asked the Board to see if food provision in the Trust could be improved. It has been. So the Council can bring about changes.

But apart from these formal powers there is the "soft power" of taking part in various working groups with members of the Board and senior staff. So is it worth being a Governor? **Yes!**

C&I has a Council of Governors which meets four times a year. Governors serve as a link between the Trust and the people who elect or appoint them. Most Governors, by law, are elected by Trust members. Others are appointed by various outside bodies.

Leading the field of mental health research

C&I's reputation for nurturing world class mental health academics has been further enhanced by our partner UCL being ranked top in a study of the quality of research papers published over almost a decade.

The study, published by research and analysis group RAND Europe, analysed excellence of research papers that rank in the world's top 20% most highly cited research publications, across the range of medical and health specialties.

UCL, with whom C&I's leading academics hold posts, was ranked as the top performing organisation in mental health research in England for the period from 2004 to 2013, underlining that research is a key part of what we do.

Upcoming Trust events

Governor Information event

Tuesday 28 June, Conference Centre, St Pancras Hospital, 5.30pm - 6.30pm

Medicine for Members events

Thursday 9 June: Meeting Rooms 8 and 9, 1st Floor West Wing, St Pancras Hospital, Mental Health in a Primary Care Setting, 5.30 - 7pm

Thursday 21 July: Art of Caring Art Exhibition, Conference Hall corridor, St Pancras Hospital, 6pm - 7.30pm

Thursday 22 September: Angela McNab, C&I CEO on "How Mental Health Services are Changing", Conference Hall, St Pancras Hospital, 6pm - 7.30pm

Thursday 20 October: World Mental Health Month, Conference Hall, St Pancras Hospital, 6pm - 7.30pm

Trust Open Day

Sunday 18 September, St Pancras Gardens, 11.30am - 4pm

AGM

Thursday 6 October 2016, Conference Hall, St Pancras Hospital

C&I News

Have you got a story?

If you have a story idea for C&I news or would like to give us feedback then please email communications@candi.nhs.uk

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The next issue of C&I News in September will be all about our Clinical Strategy. If you are a C&I staff member or service user and would like to be a guest editor, sharing your ideas or views for this edition, please email: communications@candi.nhs.uk