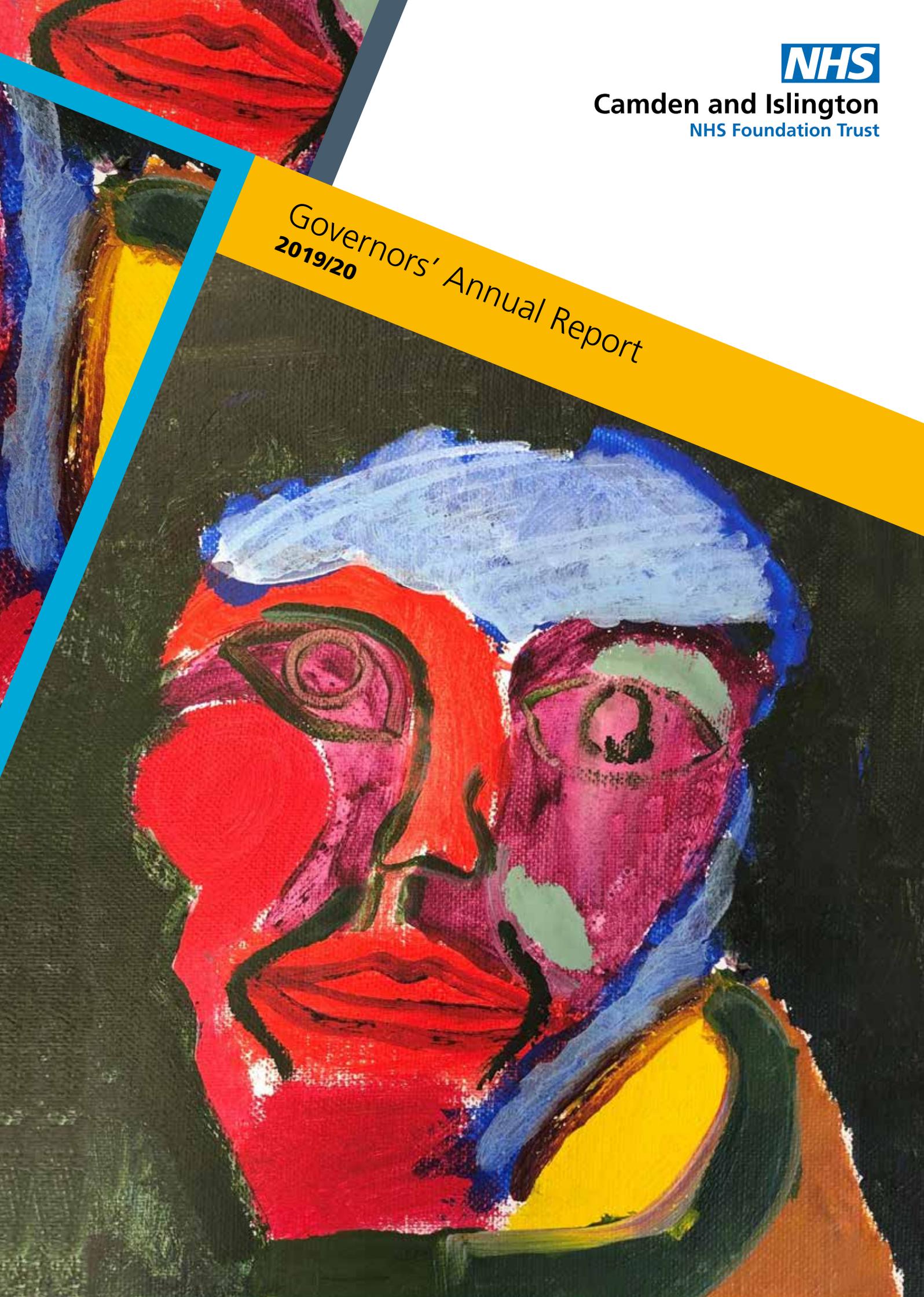




Camden and Islington
NHS Foundation Trust

Governors' Annual Report
2019/20





FOREWORD FROM JACKIE SMITH

Trust Chair and Chair of the Council of Governors

Following my appointment by the Trust governors, I took up my role as Trust Chair in February 2020, taking over from the fantastic Leisha Fullick who had come to the end of her term of office. Leisha worked incredibly hard to enhance the services we provide at the Trust and improve the

support we give to those under our care. Prior to taking on the role of Chair, I was a C&I Non-Executive Director (NED), and it has been a privilege during that time getting to know C&I's governors and seeing the fantastic work they do. They are vital in providing an all-important connection to our local communities, as well as representing staff and service user views.

Another new appointment to the C&I Board was Dean Howells, whom we welcomed as our new Director of Nursing and Quality in June 2019, replacing Caroline Harris-Birtles. Dean led all our CQC preparation work ahead of inspection in autumn 2019 resulting in our continued 'Good' rating and he has also been instrumental in our response to Covid-19. He has made it his priority to work with service users, carers and frontline teams to deliver innovative care and excellent outcomes.

In July 2019, we took the step of signing a formal Strategic Alliance with Barnet, Enfield and Haringey Mental Health NHS Trust (BEH), to improve services further and strengthen the voice of mental health across north central London. Since its formation, the focus has been on improving specific patient pathways, strengthening recruitment and retention by sharing talent between both organisations, and ensuring fairness and inclusion for all our staff.

The governors continue to be heavily involved in the St Pancras Transformation Programme with input into the design process of our new hospital and our community centres. They also continue to support initiatives to improve service user and staff wellbeing, such as the Dance for Joy classes and the Trust Choir.

The Covid-19 pandemic made us change the way we deliver services and our way of working. I am proud of how our staff were able to adapt so quickly in response to the crisis, keeping staff and patient safety as our focus at all times. Our governors, of course, adapted too, moving to virtual meetings via online video platforms rather than face-to-face meetings.

I'd like to thank all the governors for making me feel so welcome in my new role as Chair. It is an honour to be able to work collaboratively with such a dedicated and diverse group of individuals who are clearly so passionate about improving mental health services in Camden, Islington and Kingston.



WELCOME AND UPDATE FROM WENDY SAVAGE, LEAD GOVERNOR

The governors have had a busy year despite the changes caused by the Covid-19 pandemic. We had a successful election for new governors and, at the last Annual Members Meeting on 3 October 2019, we welcomed 11 new governors who started immediately. In December 2019, we appointed a new Trust Chair, Jackie Smith. Jackie took over from Leisha Fullick who retired in February 2020 after an innovative and successful six and half years as Chair.

We confirmed several items of expenditure relating to the St Pancras Transformation Programme, acquiring land from the Whittington and leasing land to Moorfields. We approved the appointment of development partners. We extended the contract for our auditors for a further two years. NHS England wished us to have a Chair in Common with BEH, with whom the Trust has a memorandum of understanding for services, but the governors did not see that this would benefit our service users and declined the offer.

The Steering Committee continues to set the agenda for the Council meetings and oversee the Service User Improvement Fund projects.

In October, I attended the third annual Network for Change conference organised by Staff Governor, Naomi Williams (pictured right) and Non-Executive Director, Dal Babu, which was lively and interesting. This included a positive message from Bobby Kasanga who was jailed as a teenager and who has set up a charity using football to lead change for young black men in Hackney.

Later that month, the quarterly Medicine for Members event featured Patrick Vernon OBE, who shared his varied experience as a black man working within the Local Authority and health sector. His talk and the contributions from the audience were moving and showed how much still has to be done to combat racism in our society.

The Nominations and Remuneration Committee has worked hard to replace two NEDs - one vacancy created after Jackie Smith was appointed as Chair and the second at the end of Angela Harvey's six year plus term, half of that time as Senior Independent Director. I would like to thank her for her support to governors and her unstinting help over these years.

Sadly, one of our long-standing governors, Roger Searle, died in July after a long illness. As a retired architect, he took a great interest in the St Pancras Transformation Programme and contributed many ideas.



GOVERNORS IN POST 31 MARCH 2020

PUBLIC GOVERNORS - London Borough of Camden



Amanda
Checkley



Alison
Lowton



Michelle
Murray**



Ellen Nkomo



Maaria Siddiqi

PUBLIC GOVERNORS – London Borough of Islington



David
Barry



Rob
Drummond



Valerie
Graham-Dunkley



Professor
Wendy Savage*



Olga Cecilia
Farach

PUBLIC GOVERNOR – Rest of London



Adeola
Akande

STAFF GOVERNORS



Iris
Dearne



Dr Stephen
Gill



Simon
Ramage



Naomi
Williams

SERVICE USER GOVERNORS



Hagir Ahmed**



Eric Crossfield



Roger Searle***



Annika Pauts



Paul Ware



Yoav Zohar

APPOINTED GOVERNORS



Maureen Brewster
(Voluntary Action Camden)



Katy Porter
(Voluntary Action Islington)



Professor Claudia Cooper
(UCL Medical School)



Cllr Satnam Gill
(London Borough of Islington)



Cllr Nasim Ali
(London Borough of Camden)

CO-OPTED GOVERNOR



Monika Schwartz

*Lead Governor

**Deputy Lead Governor

*** Unfortunately, Roger was on a leave of absence from the Council for the majority of 2019/20 due to ill health. Roger sadly died on 1 July 2020.

Thank you to the following governors who served part of the year 2019/20.

- Ms Julia Austin
- Ms Sandra Chakara
- Ms Charlene Hales
- Ms Debra Hall
- Mr Andy Murphy
- Ms Saira Nawaz
- Mr Kevin Nunan
- Cllr Marian Spall

GOVERNOR PROFILES

DAVID BARRY, PUBLIC GOVERNOR (ISLINGTON)



I have been a governor at C&I for 14 years, which included a break for a couple of years. As I come towards the end of my term, it's a great time to look back at what I've enjoyed most about my time in the role. The most exciting project to be a part of has definitely been the St Pancras Site Transformation Project, and although I won't be a governor by the time the work is complete, I am really looking forward to seeing the final result. The new facilities will have a very positive impact on the care we provide to our local community.

Over the years, it's been great to meet and have interesting conversations with other governors and members of the Board, and I have felt our work has really been making a difference. I've valued the opportunity to take part in good training, which is something all governors can benefit from. And it's been a privilege to be involved in the appointment of our Non-Executive Directors and both Leisha Fullick and Jackie Smith as Trust Chairs.

Playing a role in reducing mental health stigma in our society has also been an honour. There's still so much work to be done but looking at how far we have come over the last decade, I feel positive about what change can be made over the next decade.

In the time I have left as governor, I'll be working hard to ensure that next year's elections have a good field of candidates and I am very hopeful we will find great candidates with strong values. I will really miss my work as a governor but it's definitely the right time for someone new to take over and continue the positive work.

ADEOLA AKANDE, PUBLIC GOVERNOR (REST OF LONDON)

In my role as Public Governor, I am enjoying being able to use my voice and to amplify those who don't have a voice, to effect change and champion the needs of members - helping to ensure their experience and journey through the NHS is as good as possible.

The most important part of my role is holding the Trust's Non-Executive Directors to account for the performance of the Board of Directors. Since joining the Trust in October 2019, I have also sat on interview panels for the new Trust Chair, the two Non-Executive Director vacancies and attended stakeholder engagement events.

“No decision about us, without us.”

I want people who look like me to see me as a governor and know it is something they could also do for their community.

I believe in race equality and when I put myself forward, I said I would act as a diversity and inclusion advocate, ensuring services are accessible to all. I am very supportive of the work the Network for Change (the Trust's BAME Staff Network) does for the Trust. I encourage you to view or leave a message in C&I's Black Lives Matter Virtual Book, which can be found on the C&I website: www.candi.nhs.uk/news/celebrating-our-bame-communities

I have always been a strong supporter and ambassador for the NHS – a fun fact about me is that I was one of the dancing nurses in the NHS section of the London 2012 Olympic Games opening ceremony! I have worked and volunteered for the NHS for 10 years, and I am passionate about mental health. I believe we are all at risk of poor mental health and we need the best resources to support people through it. This is never truer than now as we live through two pandemics: Covid-19 and racism. Racism is a mental health issue, and this is reflected by the disproportionate number of black people and ethnic minorities using mental health services.

I have lots of ideas, innovations and energy which I am very excited to bring to the table during the rest of my time as governor.



“I wanted to be a governor mainly because of my deep interest in mental health and I was seeing it as a perfect opportunity to learn how things are organised at my local mental health trust.”

**Annika Pauts,
Service User Governor**



NOTE FROM OUR SENIOR INDEPENDENT DIRECTOR, ANGELA HARVEY

I'm writing this in the last few weeks before I leave

Camden and Islington NHS Foundation Trust after seven exceptional years of working with Board colleagues, governors and staff. I thank you all.

The learning I have taken from the governors, particularly since I became the Senior Independent Director in 2016,

has been great as they shared their experience, expertise and insights with me. There has been challenge too, to make sure I upheld our C&I governance. I haven't always been able to carry through all that governors might want but I've always held the executive to account on their behalf. As I write, I'm working with the Council of Governors' new Governance & Communication Task and Finish Group. I hope by the time you're reading this, that recommendations are in place to further strengthen and support the governors' work.

Before I joined the Trust, I'd suffered a small dose of post-traumatic stress disorder (PTSD); I say small because I was fortunate to have it diagnosed and treated within a few weeks of the incident that caused it. Separately, my mother had lived with dementia for some time; she recognised her family but was uncertain as to time and place and thus she was unable to cope. She too received excellent care. And from these two parts of my life, I knew that I wanted to join C&I to contribute my skills as a NED to a mental health trust which helps so many service users and carers in our diverse and fast-moving boroughs. Not to mention the research!

These Covid-19 days are the strangest of times for us all, and I'm sorry to be saying goodbye when I haven't been able to meet our governors since March. I'm so proud of everything the Trust has achieved and plans to achieve today and tomorrow. Thank you for asking me to work with you all. It's been a privilege.

**Angela Harvey,
NED & Senior Independent Director, 2013-2020**



“The role gives me the satisfaction of working in teams with holistic approaches, respecting probity, with ethics and responsibility for the development of our Trust and the NHS progression.”

Olga Cecilia Farach, Islington Public Governor



TRIBUTE TO ROGER SEARLE

BY FELLOW SERVICE USER GOVERNOR HAGIR AHMED

Service User Governor, Roger Searle, sadly passed away on 1 July 2020. He had served as a governor since 2014. As one of two deputy lead governors, I attended Roger's funeral. It was a sad occasion but it was a great honour to represent the Trust and my constituency. I have known Roger for many years having both attended local community events. He was a kind, caring and thoughtful person who was committed to local community issues. He was also a talented artist and Community activist. I was glad to attend a recent exhibition of his work as a friend and fellow governor. We were both service user representatives and members of the Governors' St Pancras Transformation Working Group, which benefited from Roger's vast knowledge as a civil engineer and a service user. I also attended Roger's memorial service on 5 September 2020.

I was very proud that, after his funeral service, I was offered some pieces of Roger's artwork. I kept one piece and donated some to the Trust. Roger gave away his paintings because he had a very generous nature in both life and death. May he rest in peace.

**Hagir Ahmed
Service User Governor**



(*The art shown on the cover of this report was created by Roger Searle and is shared with you in his memory.)

ST PANCRAS TRANSFORMATION PROGRAMME UPDATE

Through 2019/20, the Trust continued to make progress on its ambitious estate redevelopment programme with significant input from the governors. The plans include:

- Building a new inpatient facility to replace St Pancras Hospital, adjacent to the existing Highgate Mental Health Centre;
- Creating new integrated community mental health centres in its boroughs; and
- A new facility as well as commercial redevelopment of the St Pancras Hospital site to make the overall programme possible.

During the course of the year, the Trust:

- Selected the King's Cross Central Limited Partnership (KCCLP) as the preferred bidder, to undertake and oversee the development of the St Pancras Hospital site;
- Appointed BAM Construction to build the new inpatient hospital at Highgate; and
- Submitted a planning application to the local authority for permission to build the new hospital. This was after year-long co-design discussions and engagement with service users, carers, staff and other local people. We are delighted that planning permission has since been granted.

Governor input, as well as that of service users and staff, has been key to creating welcoming and therapeutic care environments for those who rely on the Trust for their recovery. The new, purpose-built facility, with five wards, a gym, dedicated activity spaces and a community café, will replace the mental health inpatient wards at St Pancras Hospital which are ageing and no longer fit-for-purpose.

Work on the Trust's integrated community mental health centres also continues to improve access to mental health, support and wellbeing services close to where people live and work.

Detailed programme information and updates are available at www.candi.nhs.uk

Malcolm McFrederick,
St Pancras Transformation Programme Director



“It's been interesting and moving to see all the work the Trust does and its important place in the local community.”

Professor Claudia Cooper, Appointed Governor

THIS YEAR'S TRUST HIGHLIGHTS

There have been many exciting and interesting items of news this year. Below are a few of the highlights from 2019/20.

OPENING OF NEW PLACE OF SAFETY

In February, we were delighted to officially open our new Place of Safety at Highgate Mental Health Centre. Designed with the help of service users, this new state-of-the-art facility is supporting the experience of people coming into contact with the mental health system through local police.

Instead of the busy, high-stimulus environment of an emergency department, service users can now be seen by a dedicated mental health team in a bespoke and calming setting.



C&I CHARITY – MAKING HOPE HAPPEN

In 2019, we re-launched our hospital charity to assist and support the mental health, wellbeing and recovery of Trust service users by providing additional support and resources not normally available through health and social care funding.



To help raise funds, we held a number of events and appeals throughout the year, including a pan-London NHS Choirs Concert in May 2019 at UNISON HQ, our Christmas Fair at Highgate Mental Health and most recently our Covid-19 Emergency Appeal which is helping to raise funds to support the wellbeing of our staff working above and beyond during the pandemic.

MENTAL HEALTH MATTERS EVENTS

This year, we have continued to hold our 'Mental Health Matters' events which are open to staff, service users and the wider community to hear from keynote speakers and mental health professionals on a wide range of topics relating to mental health.

In October 2019, our theme was how mental health services should change to meet the needs of people from BAME backgrounds. Our guest speaker was Patrick Vernon OBE (pictured below) a noted campaigner, social commentator and previous Trust Non-Executive Director. He spoke about how important it was for health service providers to recognise, and address why a greater proportion of people from BAME backgrounds experience mental health issues.

In February 2020, we discussed how well local services meet the needs of people who are LGBTQ+, with Monty Moncrieff MBE, one of our two keynote speakers. Monty is Chief Executive of London Friend, a charity working to promote the health and wellbeing of lesbian, gay, bisexual and trans people. Joining Monty was Ben Hoff, Clinical Lead for Mental Health at the sexual health charity, Spectra.



RECOVERY COLLEGE FIVE-YEAR ANNIVERSARY

In September 2019 we celebrated five years of the Recovery College. Since it opened, the Recovery College team has been working hard to co-produce mental health and wellbeing training courses.

Anniversary celebrations included steel pan drumming workshops, Kundalini yoga and mindfulness colouring. We welcomed guest speakers, including Recovery College students who shared their moving stories of how the college has helped them on their recovery journeys.



GOVERNOR WORKING GROUPS

The Trust supports four Governor Working Groups:

- Service User/Staff Experience and Quality
- Finance and Business Planning
- Membership
- St Pancras Transformation Programme

All groups met regularly throughout 2019/20 but were stood down in March 2020, in line with interim governance arrangements put in place as part of the Trust's response to Covid-19.



SPOTLIGHT ON THE GOVERNORS' FINANCE AND BUSINESS PLANNING WORKING GROUP

The aims of the Finance and Business Planning Working Group are:

- To enable the governors to have sufficient overview of the Trust's long-term financial focus;
- To influence and help develop the business strategy and long-term business plans; and
- To scrutinise significant transactions to help ensure that the Trust has robust decision-making processes in place and that decisions are made in line with the Trust's strategic priorities and long-term plans.

The group's key achievements in 2019/20:

- The working group was well-attended by governors from all constituencies, and NEDs, throughout the year.
- Earlier in the year, the governors pressed for action to stop a surge in bank and agency use by year-end and it saw a new protocol introduced allowing staff to sell a portion of unused annual leave.
- Governors requested and received an excellent presentation from the Trust on action taken to address long-stay patients and secured assurance from NEDs that appropriate action was being taken to address that matter.
- The group secured assurance that year-end control totals would be achieved for 2019/20 without any requirement for additional funding from non-recurrent profit on asset sales.

Simon Ramage, Governors' Finance & Business Planning Working Group Chair

SPOTLIGHT ON THE GOVERNORS' MEMBERSHIP WORKING GROUP

The Membership Working Group focused on elections to the Council of Governors. Governors are elected for a term of three years, with about half of the positions being up for election at any one time. National trends are for fewer people to come forward to be a governor, making elections less contested or even uncontested. The group worked hard at a number of initiatives targeting groups that might be good sources of candidates, sharing the work amongst group members. The efforts paid off; all seats were contested. Building on this, the group hopes to repeat and extend this success for next year's elections.

David Barry, Governors' Membership Working Group Chair



SPOTLIGHT ON THE GOVERNORS' SERVICE USER/STAFF EXPERIENCE & QUALITY WORKING GROUP

As soon as I was elected as a governor this, in my view, was the stand-alone group that I aimed to sit on. I chair this group in an informal style, as far as I can, to produce open serious debate, appraisal and feedback from staff/service-users/NEDs/carers/fellow governors on the various aims of all services within the Trust, with a view to signposting or linking these together to help enhance outcomes. Some of these projects are still ongoing. I'm aiming for this group to become involved with Community Primary Care Mental Health services, Carers Partnerships, and the evolution of peer worker roles. This is the only group where governors/staff/NEDs/service-users/carers can come together and share ideas. Long may it reign!

Paul Ware, Governors' Service User/Staff Experience & Quality Working Group Chair

SPOTLIGHT ON VOLUNTEERING AT C&I

Our Trust Volunteer Service continues to go from strength to strength, enhancing the services that we provide to our users. Volunteers play a key part in helping to break down the stigma of mental ill health and substances misuse, by demonstrating that even people who are not paid to help service users, care enough to support them in their recovery.

We also have volunteers who bring their own lived experience to their roles and this invaluable support helps to foster hope and confidence in recovery for others.

We are lucky to have some of our Trust governors also join us as volunteers. This allows them to gain a more in-depth understanding of Trust services and hear directly from patients about their views and experiences, which I am sure they find useful in their role. Governors have undertaken volunteer roles within our inpatient hospital settings with the shop trolley; supporting dementia patients; supporting Crisis House users and day services' activities. We are grateful for their support and continued championing of the Volunteer Service.

Joanne Scott, Voluntary Services Manager



GOVERNORS' SERVICE USER IMPROVEMENT FUND PROJECTS

In 2019, the garden at Ash House organised by Service User Governor, Julia Austin, was completed but no formal launch was held. In May, on Mental Health Awareness Day, Angela Boon, Associate Director of Communications for C&I and BEH, Peter Leigh of Key Changes, Leisha Fullick and I organised the first pan-London NHS Mental Health Choirs Concert. Leading the singing was the C&I choir, that was set up with Service User Improvement funds, at a wonderful evening of singing at UNISON HQ in Euston. This successful event was well-received by service users and the other choirs. The choir has sung at several events during the year, including the 2019's Annual Members Meeting, the Trust's Star of the Year Awards Ceremony, Cally Festival, (a Camden primary care festival), and the annual Carol Service in St Pancras Old Church. Since March 2020, a virtual meeting has been held every Tuesday with about half the choir joining in online or via their mobile phones led by Bee, the choir leader, or Julie, the administrator. Julie has been ringing 70 people a week, many of whom had no other contact during lockdown. A Dance for Joy session once a week was started and was building up slowly but has had to be discontinued during lockdown.

Professor Wendy Savage, Lead Governor and Proposer and on-going supporter of the Trust Choir



SPOTLIGHT ON 'DANCE FOR JOY' CLASSES

The Dance for Joy sessions have been in place since 1 July 2019 with 36 classes delivered so far. The classes increase mobility, interaction and social connectivity for those who attend. We have had a regular attendance of about 10 with 22 on the attendance list.

Several people from our wards have attended with an escort and all of them say they have enjoyed the sessions. Other attendees are from the community or are staff members.

The sessions are delivered by David Brown, VitaDaza Choreographer. This unique approach has been customised for the Dance for Joy group so that all ability levels can take part. The approach has encouraged a supportive group atmosphere which has been beneficial for participants - especially for service users who may feel isolated. David has provided a safe space with his dance to music wellbeing programme. This is evident from the feedback received from participants.

The sessions have been consistent with most returning weekly and with enthusiasm, with some offering to help further by distributing leaflets to others. As one of the regulars put it: "I've found a little gem in Camden." It's like something special. It has a real meaning for them in their week, providing release, stimulation and inspiration. "Every week is different" someone said, and someone was so enthused on their first visit that they wanted to hug everyone at the end! Others have made friendships and enjoy meeting people in a different setting.

Monika Schwartz, Co-opted Governor and Proposer of 'Dance for Joy' classes



Further Information

There is a wealth of information on the Trust and our services on our website.

Please visit us at www.candi.nhs.uk

Governance / General queries

You can send questions on Governance, or for Board members to

trust.secretary@candi.nhs.uk

Become a member

If you are not a member, you can find out more about membership by e-mailing

membership@candi.nhs.uk

You can also sign up via the Trust's website:

www.candi.nhs.uk/get-involved/membership

Alternatively, you can submit your enquiry to:

Membership

Freepost RTGZ_ZKAY_XGGC,
Camden and Islington NHS Foundation Trust,
St. Pancras Hospital,
4 St Pancras Way,
London NW1 0PE.

Become a governor

To find out more about becoming a governor, please email membership@candi.nhs.uk

Contact a governor

To contact a governor or Governor Working Group, please send your enquiry to

governors@candi.nhs.uk

or use the 'Contact a governor' form on the Trust's website.

Become a volunteer

If you are interested in volunteering with us, please contact

volunteer@candi.nhs.uk

or telephone [Joanne Scott](mailto:Joanne.Scott): 020 3317 7146.

Advice, complaints and compliments

If you wish to seek advice, leave a compliment or make a complaint, please email

feedback@candi.nhs.uk

