

News from South London and Maudsley
NHS Foundation Trust for staff and members

SLaM news

Spring 2010

Our online story

Sneak preview of SLaM's new
website - Page 12



Trust achieves Carbon Trust Standard - p9
Party drugs: SLaM offers UK's first GBL clinic - p10



South London and Maudsley
NHS Foundation Trust





Spring 2010

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South London and Maudsley NHS Foundation Trust is part of King's Health Partners Academic Health Sciences Centre (AHSC), a pioneering collaboration between King's College London, Guy's and St Thomas', King's College Hospital and South London and Maudsley NHS Foundation Trusts. For more information, visit www.kingshealthpartners.org



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Welcome to the spring edition of SLaM News

We're pleased to announce that staff satisfaction levels at SLaM are among the best of any mental health trust in the country according to this year's Care Quality Commission (CQC) report.

The Government's care standards watchdog reported that staff at SLaM are highly engaged in their work and are among the most likely in the country to recommend their trust as a place to work or receive treatment. The majority of the 372 staff who took part in the survey also said they look forward to going to work, have frequent opportunities to show their initiative and are enthusiastic about and absorbed in their jobs.

Specifically, more than eight out of ten (81%) staff said they are satisfied with the quality of care they are able to give and over nine out of ten (93%) think that their role makes a difference to the lives of patients – both scores again ranking among the best mental health trusts in the UK.

The Trust scored below the national average in areas including the number of staff who worked extra hours and the number who experienced harassment, bullying or abuse from staff in the last twelve months. The Trust has a programme of action in place to tackle bullying at work, including special advisors and training. Research to better understand the underlying causes of the problem is also being undertaken and will be used to enhance the current programme of action.

Compared to last year, the Trust's performance improved in five categories, including the work pressure felt by employees and the number of staff who intended to leave their jobs. In only one of the 40 indicators measured did the Trust's score drop – the support received from immediate managers – which ranked 'average' compared to trusts of a similar type across the UK.

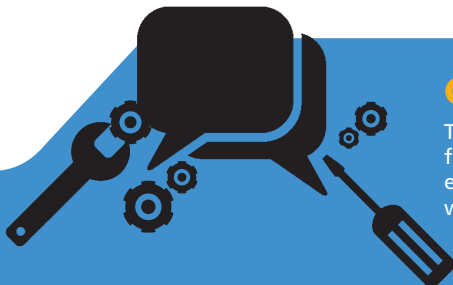
To see the full report go to www.cqc.org.uk

In this edition

SLaM's investing in cycling P.7

Find out all about the UK's only Gamma-butyryl lactone (GBL) clinic P.10

Get the latest on Clinical Academic Groups P.19



Communication tools

The survey also shows that 70% of staff find SLaM News - and 67% the weekly e-bulletin - useful ways of finding out what is going on across the Trust.

Membership reaches the 10,000 mark

I'm really pleased to be able to use this edition of the newsletter to announce that the number of members at SLaM has now reached 10,000. We have always said that joining up as a member is a way of showing support for mental health, and it is great to see that so many people have done this.

Becoming a member means that you have a vote in deciding who sits on our Members' Council. You can also put yourself forward to become a Member of Council. Our next round of by elections is due to take place in July (we decided to delay this for a while as there is another rather important election taking place in the meantime). There is one seat for carers up for election, one seat for a member of the public, two for staff and four for service users.

I'd really urge you to think about standing in the elections. The Council plays an important role in the work of the Trust, and it is made up of a really interesting spread of people from different backgrounds. On that note, I'd like to welcome Tim Smart, Chief Executive of King's College Hospital NHS Foundation Trust, who has joined the Council as one of our appointed members.

One of the ways you will be able to find out about the election timetable and process is on the new SLaM website (www.slam.nhs.uk), which we are planning to launch in May. We have decided to do something very different and develop our website around the concept of an online well-being garden where you will be able to find advice and information about managing your own mental health. You can find out about the relaunch on p.12 of the newsletter.

Another important piece of news which you can see reported on page 9 is about regular Partnership Time Events we are holding to involve service users, carers and others in establishing mental health Clinical Academic Groups (CAGs). A huge amount of work has been taking place over the last few months to establish these new managerial units, which will bring together clinical, research, education and training activity to improve patient care. We have held a number of events to keep people informed and involved and will continue this over the summer and beyond. Making CAGs a reality has involved a great many people, and I'd like to thank all of you for your efforts.

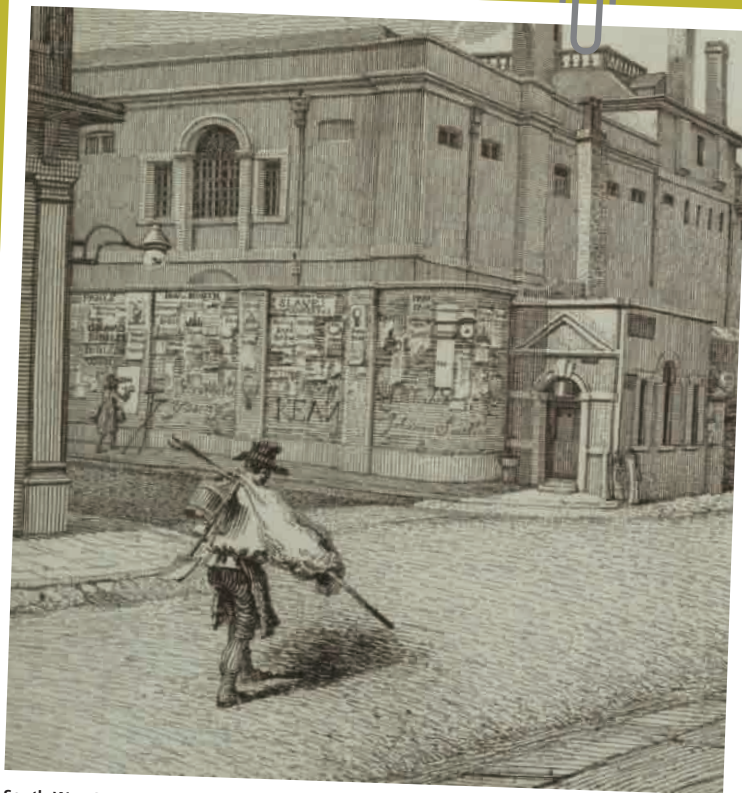
One of the people who has been instrumental in setting up CAGs across King's Health Partners is Professor Shitij Kapur, who took up his new role as Dean of the Institute of Psychiatry, King's College London earlier this year (see page 16). I'd like to welcome Shitij into this role and to thank him for the work he has done to help build on the strong relationship between SLaM and the Institute through the creation of CAGs.

Of course, establishing CAGs is only the beginning. The task ahead of us is to make sure that they deliver real, lasting and significant benefits to the people who use our services. While this is no small task, I am confident that the people who work within SLaM, and who support and work alongside us, have the skills, experience, commitment and energy to achieve it.

**Best wishes,
Madelienne Long
Chair**



SLaM through a lens



South-West View of Bethlem Hospital and London Wall
Etched and published by J.T. Smith in 1814

The etching shows the outside walls of the hospital, in those days plastered with as many billboard advertisements as are seen on London streets today.

The Archives and Museum at Bethlem has just launched a new web learning resource about the history of Bethlem Hospital. The 'Visiting Bethlem' site uses a timeline of words, pictures and film to tell the story of the hospital before its move south of the Thames in 1815.

The site can be found at
<http://www.bethlemheritage.org.uk/visitingbethlem>

New bike shelters for SLaM cyclists

SLaM has invested over £40,000 in secure bike shelters for staff at the Bethlem Royal, Lambeth and Maudsley hospitals. The shelters will hopefully make cycling an easier commuting option and get more people to make it their main method of transport. We have plans to purchase more shelters for some of our community sites as well.

Jonathan Beder, deputy director for Lewisham and a keen cyclist, said: "It's great to see new cycle shelters. It's reassuring to know my bike will be secure and dry. Hopefully, with the cycle to work scheme, more colleagues will choose to cycle to work."

Entrances to the shelters will all have secure locks and staff will need to register to receive the pass code. Please contact jonathan.burns@slam.nhs.uk to register.



As part of our commitment to promoting staff cycling rather than driving to work, the Trust has also signed up to the NHS London Cycling Strategy and the Department of Transport cycle to work guarantee scheme. Practical benefits include buying discounted bikes and bike equipment through the scheme. We are also working to increase the cycle mileage allowance for staff who cycle between sites for work-related meetings and appointments.

To find out more visit the Improving Working Lives section of SLaMnet.

Recovery Group Oscars in South West Lambeth

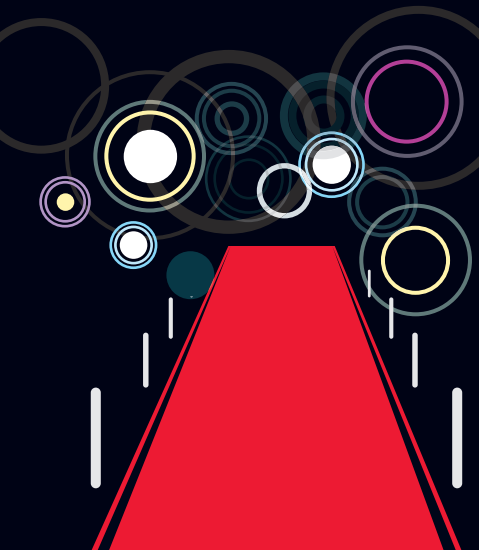
In December, 50 service users and staff gathered at 380 Streatham High Road, to celebrate the first Lambeth Service User Oscars. The awards were presented by Niesje De Boer, the Borough Occupational Therapy Lead.

Congratulations to:

- James Bellamy - Poetry
- Esther Maxwell Orumbie - Creative Art
- Jane Fradgley - Photography
- Gordon McManus - Writing
- Serena Bentine - Catering
- Maria Macdonald and Shirley Perrin - Double Act of the Year
- Margaret Muir - Woman of the Year
- Matt Ward - Man of the Year

Introducing the awards, Dr Jerome Carson said that "Every service user deserved an award, but those chosen had done that little bit extra over the course of the year". The awards were all donated by outside sponsors. Each person received an engraved statuette, a certificate and a £50 Marks and Spencer's gift voucher.

For further details about the group contact jerome.carson@slam.nhs.uk





If the walls could talk...

The Maudsley Hospital has a fascinating history and visitors to the site can now learn about it thanks to a new permanent display on the walls of the main hospital corridor. The display walks you from the hospital's beginnings in 1908 up to the present day. Illustrated with incredible images from the Bethlem hospital archives, it explores medical breakthroughs, clinical practice and patient experiences throughout the last century.

You can see the display for yourself by visiting the Maudsley Hospital, Denmark Hill, London, SE5 8AZ.

Supporting Families: tackling drug misuse

On Monday 24th May 2010, Lambeth council is hosting a free event from 9.30am-12.15pm to promote new initiatives around the recently published protocol document, "Safeguarding Children affected by parents, carers and other adults' substance misuse."

Talks will be given by the Young People's service, the Hidden Harm service and the Addictions service. They will be followed by workshops and a buffet lunch.

More information from:
CYPlearning&development@lambeth.gov.uk



Haiti appeal generosity at the Maudsley

Neasha Clarke, vocational team leader, organised two collection days at the Maudsley Hospital to raise money and supplies for the people of Haiti. Most of us have seen the footage of the earthquake's aftermath. The disaster brought devastation and chaos to the country. Thousands of people died and hundreds of thousands more lost their homes and possessions and were without shelter, food or water.

Thanks to the generosity of SLaM staff and visitors Neasha raised £630 and collected a phenomenal amount of supplies including tents, clothing, shoes, candles, sleeping bags, medical supplies, blankets and water purification tablets.

Neasha said: "When I saw the news reports I knew that I had to do something. I thought that it would be a good idea to hold a collection at the Maudsley and I was delighted and humbled at the generous response from staff."

To support the Haiti Appeal please contact the charity UHUK (www.uhuk.org) on 07588455481.

New services for depression and anxiety in Lambeth

Lambeth's new Improving Access to Psychological Therapies (IAPT) service was launched on 15 January. It helps people who suffer from depression and anxiety disorders.

The scheme has actually been running since November and so far the response has been fantastic. Over 400 people have already used it, with recovery rates approaching 40 percent. This scheme enables people to see therapists without a GP referral. The benefit of self-referral is that more people are willing to ask for help.

It is also a much more effective way of reaching BME (black and minority ethnic) communities. People can still be referred by their GP. Patrick Gillespie, Lambeth's Service Director for SLaM, says: "For the first time the people of Lambeth have full borough-wide access to psychological therapies in primary care."

Partnership Time Events

Are you interested in how research and academic activities are linked to mental health services? And how the quality of services are measured and reported? We are inviting services users, their families, carers and any other interested people to what we call a Partnership Time Event. The scheduled Partnership Time Events are:

19 May 11am-5pm	South London YMCA Lambeth
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20 July 11am-5pm	Avonmouth House, Borough
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28 September 11am-5pm	Croydon (venue TBC)
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30 November 11am-5pm	Millwall Football Club
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Please contact emma.playford@slam.nhs.uk

Matthew Butler, Nurse and ICT Project Manager, receives his prize for winning the BRC CRIS Competition. Seen here with Professor Matthew Hotopf, Director of the BRC Nucleus, Matthew said "this research will explore the language used in case notes to refer to patients and help formulate theories about any possible bearing this may have on clinical outcomes. This kind of research would have been far more difficult before CRIS" CRIS - the Case Register Interactive Search system - enables research to be undertaken using anonymised clinical records. SLaM staff with research projects suitable for CRIS should email: cris.administrator@kcl.ac.uk.



Southwark Vocational Services

SLaM's successful partnership with the London Borough of Southwark has helped nearly 1,000 people, with mental health conditions, to secure jobs. Southwark Vocational Service helps people gain employment, education, training and work experience in the voluntary sector.

The service is part of the wider employment programme, Southwark Works, helping people who are unemployed and struggling to find work. "Being part of the Southwark Works programme means people can look for work in a community-based environment that is not associated with mental health" explains Claire Price, employment and social inclusion manager.

Of the many people the partnership has helped, over 200 found employment. A further 300 people have found education and training opportunities, and 150 have found volunteering opportunities.

Southwark Vocational Service and Southwark Works are leaders in providing mental health and employment services, demonstrating that the most effective way to help people who have mental health problems is to help them find work.



UK's first GBL clinic

SLaM recently opened the UK's first Gamma-butyryl lactone (GBL) clinic. James Bell, one of our addictions consultants, set the clinic up to help people who are trying to manage their withdrawal symptoms. Withdrawal can be severe and some people experience violent, psychotic or even suicidal episodes. Since the clinic opened in 2009, James has rehabilitated 90 percent of his patients.

GBL, while popular with London clubbers is actually a cleaning fluid. However, it is highly addictive and can have deadly side effects. Similar to an accelerated form of alcohol, some users slip into a coma and there have been several deaths caused by GBL overdoses. Until recently, GBL was described as a 'legal high', but increasing concerns about its effects led to it being classified as a restricted substance, which means people now have to be registered as a business to buy it.

For more information about the clinic call 020 3228 1921.

SLaM steps up to the environment

mark



We were recently awarded the Carbon Trust Standard. This award goes to organisations that measure, manage and reduce their carbon footprint. Organisations that achieve the Standard are acknowledged to be taking direct action to reduce their carbon footprint.

For the last two years we have been actively engaged in reducing our carbon footprint. In May 2009, a Carbon Management Plan (CMP) examined the sources of carbon emissions from energy, waste, water, transport and procurement. The plan provided targets for carbon reduction and the means of achieving these. It is available on the intranet site.

Most of the CMP measures fall into three categories:

Technical Over the summer, the ageing oil-fired boilers were replaced with new gas condensing boilers. This saves

money and about 1,000 tonnes of carbon dioxide a year.

Information Systems Automatic electricity, gas and water meter reading equipment has been installed. We can now identify when electricity is used rather than just how much.

People Essential to the carbon reduction programme is engaging staff and patients. As part of our R-Health campaign we have recruited 100 Local Environment Champions (LECs) to influence change and act as key players in their local area.

For information about becoming a LEC contact please e-mail geoff.wake@slam.nhs.uk or phone: 84623. If you would like an environmental assessment of your work area, please contact Geoff and he'll make arrangements for a visit.

In the meantime, to help reduce our carbon footprint here are some tips:

- **Modern fittings** use virtually no extra power when switched on and off, so always turn lights off when leaving a room
- **Don't leave appliances on standby** or leave them charging unnecessarily
- **Turn off your monitor** when at meetings and at lunch. Two-thirds of electricity consumed by a PC is actually used by the monitor
- **When the heating is on** keep windows closed so you don't heat the sky
- **Only use the required amount of water** when using a kettle
- **Travel by public transport** where feasible
- **Recycle what you can.** New recycling bins are being distributed, with a list of what can be recycled.

Our online



The Trust's website, slam.nhs.uk was launched 10 Years ago. In 2001 the site had around 663,000 hits. By 2006 this was up to 3,839 900 and the number continues to rise each year.

In 2009 the comms team, working with the ICT department, began reviewing the existing site and proposed redeveloping and re-launching it.

The comms team commissioned an independent research agency to find out what people needed and wanted from a website. The agency held focus groups and user feedback sessions with staff, services users and carers.

The team also appointed Reading Room as the design agency to create and develop the new website for us.

The focus groups identified a universal need for quick and easy access to key information about our services, while at the same time keeping the homepage clean and clear. The design also had to make the organisation stand out. Working with Reading Room, we opted for a drop down menu based on the types of services we offer.

We also introduced a number of unique and exciting features, like the well-being garden.

This is an area where you can get tips and advice about how to keep mentally well. It even includes a section on healthy eating and some tasty recipes. and was officially opened by Stephen Fry (see next page).

The Biomedical Research Centre (BRC) website will also be re-launched as part of the SLaM site. The UK's BRC for Mental Health is a

"It seemed like the right time for a re-launch" explains Dan Charlton, Head of Communications. "Ensuring we organise the information in a user-friendly way and take time to take stock of what people want and expect from a modern NHS website. We're also operating in a more competitive market and our website really is our showcase for the work that we do."

story



pioneering research centre bringing together researchers, clinicians and allied health professionals from South London and Maudsley

NHS Foundation Trust and the Institute of Psychiatry, King's College London.
Our redeveloped site is due to go live in May.



Stephen Fry opens the website's well-being garden

On opening the 'well-being garden', Stephen Fry said: "What an honour to open this virtual garden. Everyone is welcome to step in and enjoy this charming, innovative and important new open space.

"The well-being garden gives tips on taking time out and on making connections with the people and the communities all around you - vital steps in maintaining good mental health. I hope you find a place you will want to return to again and again."

Other web developments at SLaM include...

The relaunch of our website for carers (www.mentalhealthcare.org.uk) supported by the Wellcome Trust and developed in partnership with the Institute of Psychiatry, King's College London and mental health charity Rethink.

A new online resource for mental health professionals (www.national.slam.nhs.uk) providing in depth information about SLaM's national services.

Confidentiality matters

SLaM staff handle confidential personal information that may identify service users or staff as part of their daily work. We implement tight procedures to ensure service user and staff confidentiality and the security of such sensitive information. The Information Governance Team is the main point of contact for staff queries and advice. The team also provides Information Governance Training.

Contact us:

Dr Dele Olajide – Trust Caldicott Guardian















Dr Murat Soncul – Head of Information Governance

dataprotectionoffice@slam.nhs.uk

Tel: 020 3228 5174

Fax: 020 3228 3132

Some tips when handling and sharing confidential information:

	Keep service users informed about why we collect their information.
	Make sure you have the permission of the service user and a justifiable reason before disclosing any information about them.
	Always keep a PJS record of information disclosed to others.
	Never take medical records out of Trust premises.
	Do not carry personal information that might be used to identify service users or staff in public places.
	Think before you print/copy documents that contain personal information. Make sure you securely dispose of them.
	If you need to send confidential information outside of SLAM make sure you use a secure nhs.net account. You can create one by calling the IT Service desk on 87600
	Never share your e-PJS password.
	Do not save confidential information to the local 'C' Drive of your computer, on disks, CDs or personal memory sticks.
	Do not leave voicemail messages relating to service user information.
	If you are unsure of the identity of a telephone enquirer, check their identity by ringing them back on a switchboard number.
	If you breach the confidentiality of others, make sure you report the incident immediately and notify the Information Governance Office.
	Treat all personal information as you would treat your own.
	If in doubt, always ask for advice!

In a career that has taken him from the University of Toronto to the Institute of Psychiatry (IoP) in London, Shitij Kapur has examined countless numbers of brain scans.

One day curiosity got the better of him, and he couldn't resist having some scans taken of his own brain. But the results, he reveals, proved to be a little disappointing. "It was actually a rather dull and boring scan – it looked just like yet another brain."

Professor Kapur is the new Dean of SLaM's research partner the Institute of Psychiatry (IoP), King's College London. He is also working with King's Health Partners Executive on the development of Clinical Academic Groups (CAGs) across our Academic Health Sciences Centre partnership.

Brain scanning, viewing images that show the activity inside a person's head, was pure science fiction to scientists not so long ago. But now we have the technology, can scans be used to gauge people's intelligence? Professor Kapur thinks not. "We define intelligence as a bunch of abilities that are assessed by paper and pencil tests, so you wouldn't go to the brain to look at intelligence. But you could go to the brain to understand differences in intelligence rather than to measure it. The real issue is how the brain is wired and how efficiently it processes information at a neurological level."

Recent reports suggest people in developed world countries such as the UK are suffering from very high levels of depression and anxiety. Could technology one day enable us to look into people's brains, locate the source of their unhappiness and remove it? He feels this is unlikely. "First, I'm not sure we know the world is becoming unhappier. Even if it was, these kinds of technologies might give us some insight, but they are not the answer. However, they can help us understand the brain."

Ask Professor Kapur to look into a crystal ball and predict where his research might lead, and his upbeat response goes to the heart of one of the thorniest issues in psychiatry today.

"The biggest hope is that we have more effective medications. Currently many of our medications work for around 70 per cent of the population, with conditions such as schizophrenia. One hopes this will apply to 100 per cent."

Many people with schizophrenia complain their medication triggers unacceptable physical and mental side-effects and as a result they fail to take it regularly. Professor Kapur's research could herald a radical change in this all too familiar scenario.

"My second hope," he continues, "is that by using technology – be it blood tests or brain imaging tests – we are able to make more informed decisions about people. This could mean we have personalised targeting of the right medicines, in the right dose, at the right time."

When asked what he hopes we can achieve over the next ten years within King's Health Partners he says, "This is an unprecedented opportunity. In many ways it's "back to the future." The Maudsley hospital was set up to discover and translate new knowledge. The IoP grew out of this tradition. In the 1990s the government policies drew a sharp distinction between research, education and care. Now, in the KHP, we're bringing them together again. But, it's more than just back to square one. This time the real opportunity is to link together physical and mental health care."

My hope is that in the next 10 years the IoP-SLaM partnership will continue to provide the best care for its communities and lead the world in research and translation. And, with other partners of the KHP, ensure that our patients receive the very best in physical care, while those using physical-care services receive the very best of mental health care."

A man with dark hair and glasses, wearing a white lab coat over a brown turtleneck sweater, stands in front of a medical scanner. He is smiling slightly and has his hands clasped in front of him. The background shows the white and blue components of the scanner.

Scanning the horizon

Hotel services - we're in business with Aramark

The Trust's cleaning and catering contract with Aramark went live in February. The Aramark team moved in over a weekend and after a short closure the restaurants at Bethlem and the Maudsley were looking revitalised and restocked.

Ward catering was changed over early the following week and feedback so far has been great. SLaM News talked to House Keeper, Lisa Kirkby from Bethlem Addictions Service, Denis Hill Unit to get her thoughts.

"The food is lovely, very tasty. One of the clients thinks it's like a 5 star hotel. People always come back for seconds if we have anything left. It really helps our clients if they are happy with their food.

"I also like that we have the same domestics, which is good. They know what needs to be done on the ward. The domestics I have at the moment are all very helpful and lovely."



One number

84548 is the 24-hour helpdesk for staff to log cleaning and catering issues as well as positive feedback. The helpdesk will log your call and where appropriate ensure it is dealt with quickly.

As part of the Trust's contract with Aramark the helpdesk shares all enquiries with SLaM's hotel services team and is performance managed against response times and actions.

Looking to the future

There are a number of projects planned over the coming months including the refurbishment of the Maudsley canteen which will create a new cooking station and a salad bar area. Also the return to meals freshly cooked onsite at the Maudsley Hospital. Look out for more details in SLaM News.

Clinical Academic Group (CAG) round-up

SLaM has been developing new structures, Clinical Academic Groups (CAGs) that bring together clinical services and academic activities into single managerial units.

Each CAG has a core group of staff in place who are currently developing 'care pathways'. These describe every stage involved in receiving care and treatment at SLaM. This will make it easier for people to understand what they can expect from our services, what happens next and what treatment options are available to them. The core groups have also been developing strategy, a business plan for 2010/11 and a plan for communications and engagement for each CAG. The next step is to develop the detailed management structures.

SLaM CAG structures and management appointments

Seven mental health CAGs have been established within SLaM. An additional 'eighth' CAG, Clinical Neurosciences, that cuts across King's Health Partners, is currently hosted by Psychological Medicine.

SLaM/IoP Clinical Academic Groups leadership

CAG's 'tripartite' management system - one service director, one clinical director and one academic lead

CAG	Service Director	Clinical Director	Academic Lead (interim)
Child and Adolescent	Paul Calaminus	TBC	Prof Emily Simonoff
Addictions	Mark Allen	Dr Emily Finch	Prof John Strang
MHOA and Dementia	David Norman	TBC	Prof Rob Howard
Psychosis	Patrick Gillespie	Prof Phillipa Garety	Prof Phil McGuire
Mood, Anxiety and Personality Disorder	Steve Davidson	Dr Jonathan Bindman	Prof David Clark
Psychological Medicine	Steve Davidson	Dr Ranga Rao	Prof Simon Wessely
Behavioural and Developmental Psychiatry	Jill Lockett	Prof Tom Fahy Dr Jean O'Hara (joint post holders)	Prof Declan Murphy



Senior Leaders Q&A

At the March Senior Leadership Group the Executive faced some probing questions about CAGs. Here's a round-up of chief executive Stuart Bell's answers.

Would SLaM support generating income from private patients – and would that be controlled centrally or within CAGs?

"There's a cap which allows us to make 1.5% of turnover from private patients, so it makes sense doing some of that. We don't yet fully understand which are the best things to do. Some quick wins, for example, might be about developing more outpatient services rather than a new inpatient ward. We will need finance to advise how we can make the most of this opportunity. We know we will be in a competitive market place and it is possible that caps will be raised or removed at some point in the future."

How can CAGs ensure that service users don't fall between

CAGs and care pathways?

"We need to ask how well we direct people into the right services and to think about how we will get it right. It's what case management is all about and a key area. It is terribly important that we do assessment as well as we can. We need to make sure that staff are properly trained and that we deploy senior experienced staff appropriately to maximise the use of their skills.

People will shift from one CAG to another. It's going to be a significant area where we can work on changes in our acute CAGs, particularly on physical and mental health care."

What progress and feedback have we had from our engagement work with commissioners and PCTs?

"It is important for us to educate commissioners to switch from viewing mental illness as a single disorder. When you look at the extent to which people with a mental illness get treated at all, it's something like

25% as opposed to around 85% for diabetes. We need to make clear that we are about a range of conditions, whether that's dementia care, psychosis or mood disorders. This will make it easier for commissioners to apply what they are talking about to what we do. It is a real shift in thinking and it is really important that we stop talking about mental health as a single condition.

Commissioners themselves are facing changes in that they are going to be organised into sectors. This means management of this should be simpler but it presents challenges, particularly for the local authorities and there will be increased sensitivity during this period of change."

How will infrastructure be absorbed into CAGs and is there room for efficiencies in sharing infrastructure across King's Health Partners?

"One of the opportunities this presents is to look at the extent to which we run things locally or

Timelines

We have developed our CAGs by talking to staff, service users, carers, community groups and commissioners (people who buy our services).

SLaM/IoP staff events

November 2008 and **May 2009** a series of workshops developed guiding principles for CAG development in SLaM/IoP.

Jan 2009 into 2010 quarterly Senior Leadership Group meetings in **2009 and 2010** focused on CAG development.

User/carer/ community events

2009 to date, three Partnership Time Events (PTEs) held to involve service users, carers and community representatives in CAG development.

Commissioner events

December 2009 briefing for mental health commissioners.

centrally. The answer may be 'that depends'.

Where CAGs belong to more than one sponsor, such as cross-Trust CAGs then we have to get that balance right. We need to look at how we mobilise effort and resources to manage change processes. Some of that may be available locally, but sometimes it may be better to use more support from the centre as opposed to some standing resource.

There is some cross KHP common activity. We already have a joint arrangement with King's College Hospital with supplies. And SLaM Partners are doing work across KHP.

What is important is aligning our functions with the core business. We can also build more on our relationship with the IoP and look at joint working with other partners beyond King's Health Partners.

I am to a degree sceptical about how far you achieve savings or improvements through pooled activity willy nilly. There will be

some cases where this makes sense but it's not a universal panacea and it's not the most important thing we should be doing."

Why do we set unrealistic deadlines and goals – eg CAGs by April? And then have to manage the chaos arising out of that?

SB: "We had to be decisive about the merger 11 years ago. At the time we asked ourselves whether we should go for a short deadline: "should we wait until April 2000 instead of April 1999? In the end we decided on the short timescale. Were all the structures in place by then? No – but I still think it was the right decision.

When we set the deadline of 1 April 2010 in October 2009 we were aware of likely changes in the financial climate and wanted to address the problem, not by top slicing, but by fundamental changes that would improve quality, efficiency and reduce waste. We need to change our structure as soon as possible otherwise it will be put

off for another year.

What that means is that we are unlikely to have everything in place, until June. There will be difficulties but it would have been far worse to have put off a decision and taken our time. It is proving harder than any of us had realised, but it's the right decision and we need to keep our eye on the ball."

How will the 1.5% private patient income cap be shared across the CAGs?

"It will depend on where the best margins and return on investment are. We are still thinking that one through."

Online information

The new SLaM website, scheduled for launch in May 2010, will include a feature area for each CAG. The website will include an extranet to provide a secure area to share information about Clinical Academic Groups with partner organisations. More information about SLaM's new website is on page 12.

Visit the SLaM intranet for regular updates on CAGs.

We have done this by holding a series of workshops over the last 18 months. The timeline below illustrates the events we have held so far.

November 2009 Six half-day workshops for all SLaM/IoP staff looked at CAGs and service improvement/ development.

March 2010 Roadshow event following up on workshops targeted at staff in front-line and support roles.

2010 – quarterly staff workshops planned.

PTEs have been arranged every two months for **2010** as follows:

19 May 11am-5pm at South London YMCA, Lambeth

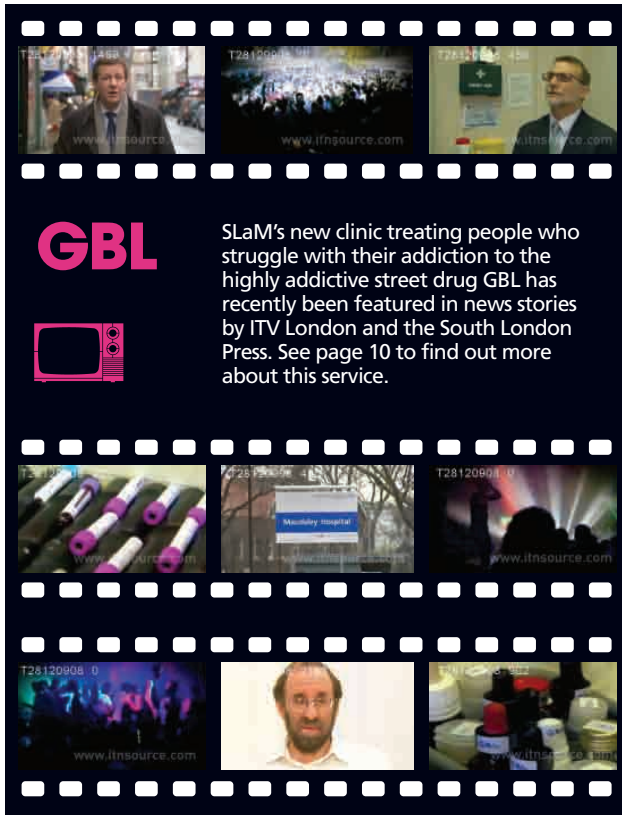
20 July 11am-5pm at Avonmouth House, Borough

28 September 11am-5pm in Croydon (venue TBC)

30 November 11am-5pm at Millwall Football Club.

April 2010 follow up commissioners event.

Commissioner workshops to be held quarterly in **2010**.



GBL



SLaM's new clinic treating people who struggle with their addiction to the highly addictive street drug GBL has recently been featured in news stories by ITV London and the South London Press. See page 10 to find out more about this service.

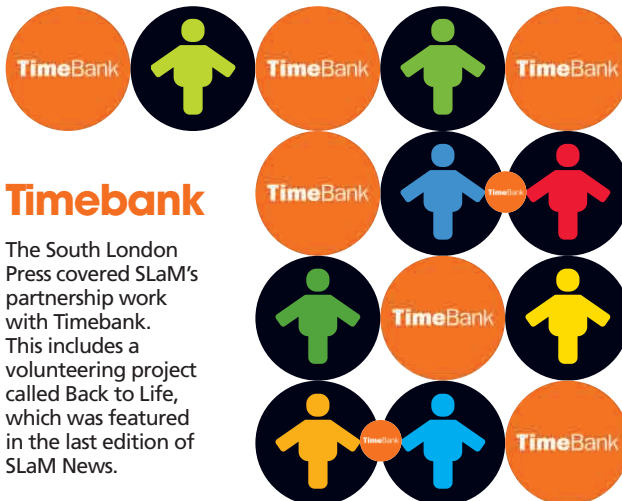
Beer mats

The South London Press picked up Southwark's innovative idea to promote their Improving Access to Psychological Therapies (IAPT) services by advertising on beer mats. The beer mats, which read: "Stressed? Worried? Low? Want to talk about it?" have been distributed across bars and clubs in Southwark. They have proved a huge success because they allow people to self-refer and have made hard-to-reach groups accessible.



Brixton prison

In December, SLaM's work to improve mental health care in Brixton Prison was given a full page article in the South London Press.



Timebank

The South London Press covered SLaM's partnership work with Timebank. This includes a volunteering project called Back to Life, which was featured in the last edition of SLaM News.





Bethlem gallery exhibition

The Guardian, Bromley News Shopper, South London Press and the Museums Journal all covered the Bethlem Gallery's display of historical engravings. The exhibition of 18th and 19th century engravings ran from 20 January to 12 February at Bethlem Royal Hospital and received over 350 visitors in the first week alone.



Stella to share skills in Sri Lanka

First recruit from VSO and Maudsley International collaboration

This February senior cognitive therapist Stella Wragg swaps the SLaM Psychology department for development work in Sri Lanka with development charity VSO (Voluntary Service Overseas).

Stella will spend a year working with the National Institute of Mental Health in Colombo, providing staff training, and helping to develop social reintegration services for female clients in a residential unit.

Stella says, 'I am definitely looking forward to working with a group of people who are working towards the same aim and that will provide a great source of support.'

Stella is the first member of SLaM to volunteer with VSO in Sri Lanka. She's has been recruited through collaboration between VSO and Maudsley International.

Maudsley International is a joint initiative of the Institute of Psychiatry and SLaM. It provides worldwide teaching, training and consultancy in mental health. VSO and Maudsley International want to encourage more professionals to take up international mental health work as part of their career development.

VSO is appealing for more mental health professionals to follow Stella's example and share their skills overseas. They

need community psychiatric nurses, occupational therapists, clinical psychologists and social workers, with team and service management experience.

As part of its career break policy, SLaM enables people like Stella to return to her job with her pensions protected by a UK government scheme. VSO covers all the costs of working overseas, provides flights, living allowance, accommodation, health insurance, training and in-country support.

To find out more about following in Stella's footsteps, visit

www.vso.org.uk/mentalhealth

For more information about the collaboration between Maudsley International and VSO, and for information about support for employees within SLaM please visit <http://public-sector.vso.org.uk/maudsley/> or the staff intranet.



Jaya Kathrecha looks back over 10 years of caring



Ten years ago Jaya Kathrecha's life was dramatically changed when her two sons were diagnosed with depressive illnesses. Not knowing which way to turn for support and struggling to come to terms with her sons' conditions, she found herself slipping into depression herself and became "frozen and completely powerless."

"As a carer you don't understand what to do or where to go for help and you feel paralysed."

Today, with a wealth of practical experience at her disposal, Jaya is a changed person. Added to this, she has a thorough understanding of today's legislation and how to influence policy makers. This stands her in good stead when meeting service users, other carers, professionals, civil servants and politicians.

Now with four years under her belt, Jaya is one of the longest-serving elected members on SLaM's Members' Council. She also sits on Lambeth's decision-making board for health and social care. She juggles these voluntary posts with being the carer for her two sons, one of whom, aged 29, remains in the family home. His 30-year-old brother now lives independently, but with support.



“As a carer you don't understand what to do or where to go for help and you feel paralysed.”

“My sons are functional with my support. I have pushed along many lines – social, physical and whatever – and I believe that without my support they would be much worse off. I have also managed three community projects, so I understand the many issues people face,” she says.

Looking back, she notes: “I saw the many flaws of the system, which wasn't really supporting families, carers and service users. There was also a lack of awareness of mental illness, plus the stigma, discrimination and a lack of access to services and care in Lambeth.”

Jaya, who left Mauritius as a teenager in order to study in the UK, comes from a long line of “powerful women”. Both her parents were politicians. A self-proclaimed optimist, she is convinced services are steadily improving and welcomes government reforms that have given greater recognition to carers. At the same time, she has witnessed a growing awareness and understanding of mental health issues among members of the public.

“You have to make a stand and say why you're not happy. But I believe that if you want to make changes, you have to be positive and make them from within the system.”

As well as pouring her energy into supporting her sons and pressing for better services, Jaya has gained confidence as a public speaker

through attending a King's Fund leadership programme. The course fees were met through a community award that Jaya received in recognition of her many voluntary activities.

Jaya enjoyed a stint advising the Department of Health. Here she met several ministers and has even been to Number 10, where she was introduced to Prime Minister Gordon Brown. “There can be a positive side to caring – maybe if I wasn't a carer I wouldn't have done all these things.”

She speaks regularly about mental illness to many groups of people, some of whom share her south Asian origins. She is convinced that the stigma associated with mental health issues is even greater among south Asians who were not brought up in the UK.

“I tell people they mustn't be ashamed and that they shouldn't be afraid to say there is mental illness in the family. But I do understand – you lose your friends, your social circle and there's a huge impact on your emotional and physical wellbeing. I know because I have felt the isolation myself.”

“The south Asian and other Asian communities wait until things are very, very critical before they ask for help. They don't talk about the problem, they just internalise everything and find it dishonourable to have mental illness in the family.”

“But we are living in the 21st century and we all have to move with the times. We have to tell people that help, medication and counselling is available. I say to people: There are lots of friends out there. You are never alone.”

Family and Carers Listening Day

Hear what we have been working on and help us plan for the future. If you are a friend, carer or family member of someone with mental health issues, we want to hear what you have to say. We are also keen to hear from members of local organisations with an interest in helping carers and families.

To book your place, contact Gill Charman on 020 3228 2602 or email gill.charman@slam.nhs.uk

Date: 25 June

Location: Central London

Membership update: Make me Smile

The 2009 'Make me Smile' scheme had 48 successful bids. Here are some of the projects the Members' Council sponsored:

Care-Full is a play devised, produced and performed by service users. The performance at the Mind Conference was filmed and the DVD will be distributed across SLaM.

Longfield House now has a fish tank in the lounge. Residents' feedback shows that it has made everyone feel calmer and even brought back happy childhood memories.

The German Friendship Club was set up to introduce German food, culture and language to anyone who is interested. The first meeting was well attended, with a good balance of German/Austrian and 'English' people attending

Make me Smile funds have helped the Eating Disorders Unit with the B-FREED programme. At the unit, Anna, who has herself recovered from anorexia, helps people, who are currently suffering with the illness, understand and manage it.

A series of Creative Art workshops has been set up. 'Affirmation Cards' make cards with service user groups in Croydon. These are very popular and by the middle of January over 70 types of card had already been made.

The Vietnamese Women's Group held a beauty day, with hairdressers, masseuses and a manicurist present to help beautify the attendees. The hall was decorated in the Vietnamese style with fresh flowers, and both Vietnamese and western snacks were available.

Young people at All Angels Done enjoy one of the exercise classes sponsored by Make me Smile.



Look out for the posters advertising our 2010 bid scheme, they will be on display

Changes and elections to the Members' Council

We welcome Tim Smart, Chief Executive of King's College Hospital NHS Foundation Trust who has joined the Members' Council, replacing John Moxham.

Abbey Akinoshun has left the Trust, which creates a vacancy from the staff constituency.

There are now eight vacancies on the Members' Council:

Carer	1
Public – National	1
Staff	2
Service User – Local	1
Service User – National	3

By-elections for these vacancies will be held in early July. A detailed schedule for the elections will be published on the website and members' site in early May. If you are interested in receiving details please contact Paul Mitchell on 020 3228 5376 or paul.mitchell@slam.nhs.uk

NHS Constitution now backed by law

Since 19 January 2010, all NHS organisations have been legally obliged to take account of the rights and pledges set out in the NHS Constitution.

The NHS Constitution, published one year ago, sets out patients' rights to NHS services and safeguards the NHS for the future. Among other things, it gives patients the legal rights to:

- access NHS services
- drugs and treatments approved by NICE
- choice about where they receive their care
- be treated with dignity and respect.

You can find out more at:

<http://www.dh.gov.uk/NHSConstitution>



Care Quality Commission registration



The regulation of health and adult social care has changed. A new Care Quality Commission (CQC) registration system that applies to all regulated health and adult social care service providers (including SLaM) is now in operation. It registers services against new essential standards of quality and safety which will apply across the care sector. You can find out more at www.cqc.org.uk



2010 Long service awards

On January 2010, over 30 members of staff received their Long Service Award at the Southwark Training Centre.

The award is for completing 25 years or more service in the NHS. The ceremony was panelled by Stuart Bell, who said, "I look forward to this ceremony every year as it brings everybody together to support and celebrate people's commitment and achievements. Congratulations to everyone!"

Next year's Long Service awards ceremony will be organised by Human Resources. If you have 25 years or more of service and have not attended a ceremony before or if you are a manager and would like to put forward names from your team, please e-mail cristiana.clementi@slam.nhs.uk

Ginnie Adamson

Samuel Barimah Apraku

Chandnee Askooloom

Cliff Bean

Simon Cook

Niesje De Boer

Yaa Duffie

Christopher Duke

Barbara Dunk

Angela Ebert

Bella Encabo-Castillo

Georgette Gerofle

Carol Gueye

Agatha Henry

Annette Johnson

Martin Jordan

Sally Krumtally

Attee Manoranjan

Peter Marsh

Paul Maynsters-Allen

Gordana Milavic

Joanne Mowatt

Mark Nelson

Fay O'Connell

Caroline O'Connor

Lucia Poon

Lettie Prayag

Susan Smith

Bathma Thailan

Gill Todd

Lorraine Wilson

Sheila Woodward

★★★★★★★★★★

Congratulations to Shelly Leckey overall winner of the 2009 'Made a Difference' Staff Award.

★★★★★★★★★★

Do you know someone who goes beyond the role of their job? Why not nominate them for a Made a Difference Award. Visit the HR site on SLaM net for more information.

We love this city



Name: Emily Finch

Job title: Consultant Addiction Psychiatrist

What's your favourite neighbourhood?

Tufnell Park, where I have lived for the last 17 years. I know all my neighbours and many of my friends and all my family live there. London is made up of many different communities and supporting yours makes you feel part of it. A few weeks ago I demonstrated with thousand of local people against the closure of the Whittington A&E.

Your favourite building?

Southwark Cathedral.

Most hated building?

That horrible glass tower block in Archway.

Best view in London?

The one from Blackfriars Bridge. I go over the bridge every day and watch it change with the seasons and with different weather and light.

Favourite open space?

It has to be Hampstead Heath. I also like my garden!

Most interesting shop?

There is a shop in Muswell Hill which is half a tea shop and

half a craft shop, which sells bits of hand knitting, interesting pictures and jewellery. I love going in there to look at things. I never buy anything though because it is so expensive! Also the whole of Borough Market!

Favourite pub, bar or restaurant?

There used to be a Greek restaurant in Archway where my husband and I used to go all the time. It was really friendly and the food was lovely! It has recently closed and been taken over by an Indian take away. I also like our local pub where you can sit outside in the summer.

Most memorable night out?

Luckily I have many. The best are impromptu evenings with my neighbours in someone's garden.

How would you spend your ideal day off in London?

I would start by going swimming in the Lido at London Fields, I would then take my daughter shopping in Westfield (not really but she said I have to say it!) and finally

go to the theatre in the West End with a meal in China Town afterwards. Watching my son play cricket on a summers evening in Crouch End is pretty good as well.

Where would you take a visitor to London?

To the South Bank and walk from St Thomas' to Tower Bridge past Southwark Cathedral and Borough Market.

The worst journey you've had to make in London?

The drive home though London on the day of the London bombings. The city was silent and empty.

Your personal London landmark?

St Paul's Cathedral

Your favourite fictional Londoners?

Many of the characters in the Sarah Waters novels or Clara in Zadie Smith's White Teeth. They all represent the diversity of life in London.

What am I doing here?



Name: Roslyn Byfield

Job title: Patient Information Manager

What does your job involve?

Implementing the Patient Information Strategy, which, besides several interesting offshoots, involves promoting the Strategy to SLaM staff. I also work with the Communications team to produce leaflets in the Trust's Patient Information Printing System (PIPS).

Where did you work before SLaM?

I worked in public libraries and before that for many years in various roles at the British Library. The departments I worked in included business information, service development, research and development support, and information support for fundraising.

Why did you choose this career?

I've always been interested in information and how it's communicated but, felt frustrated in previous roles by less helpful aspects of organisational culture, for example not being able to 'own' initiatives, a tendency towards independent working and lack of appreciation of the 'big picture'.

I hadn't thought of working in the NHS until I applied for and got a job as Lambeth Information Project Coordinator, and from there was drawn increasingly into a Trust-wide role. It felt as if there was enormous scope for improving the provision and practice of sharing information with our patients – now a key part of the NHS agenda.

What do you like best and least about your work?

I like the creative bits best, for example working on my intranet site, producing a leaflet (it's great when you can see an end-product) and working with enthusiasts committed to sharing information with patients (there's a virtual Patient Information Network to keep them up-to-date with developments).

The thing I like least is how long it can take to get things done and a reluctance of some people to engage with the patient information agenda.

If you weren't doing your current job what would you be doing?

Paid work as a psychodynamic counsellor. I'm currently working towards a British Association for Counselling and Psychotherapy qualification and I'm working as a voluntary counsellor for three different organisations.

When you're not working what do you like to do?

Doing workouts or yoga at the gym, dancing (learning Latin and ballroom dancing, a lot harder than it looks!), reading (novels and biography) and the best things – being close to nature, for example, walking the coastal path or in a bluebell wood, and meeting friends and catching up over coffee, a drink and/or a meal.

Books



The Twilight Saga

Review by Louise Akers, Communications Officer

The hysteria surrounding the Twilight saga is hard to avoid. Over the past year the books and films have found a worldwide following. So what's it all about then?

The four books: Twilight, New Moon, Eclipse and Breaking Dawn are vampire-based, suspense/romance novels. They centre round the lives of American teenagers living in Forks, Washington and the romance that develops between

a human girl (Bella Swan) and a vampire boy (Edward Cullen). The relationship is not without its drawbacks as Edward and his family defend Bella from the advances of other hungry vampires as well as fight the urge to eat her themselves.

As if things weren't complicated enough, Bella's best friend soon turns into a werewolf and the plot thickens.

While our heroine navigates her way through these tricky and

dangerous relationships we find her having to make some difficult decisions, and this is where the things get really interesting...

Perhaps these books will be a little too "high school" for some readers, but their supernatural story arc carries you along with all the twists and turns of a great mystery suspense. They are a thoroughly good read and I highly recommend giving them a try.

Music Competition: Win a copy of Britten's Violin Concerto Op. 15 by answering the following question: What year was Benjamin Britten born? Send your answers to communications@slam.nhs.uk by 1 June putting, Britten comp, in the title.

Congratulations to Neville Desouza, phlebotomy manager, who won a copy of Jo Brand's *Look Back in Hunger* by correctly answering that the author of *Testament of Youth* was Vera Brittain.