



# Greenwich LINK

## Annual Report

1<sup>st</sup> April 2010 – 31<sup>st</sup> March 2011



## **Mission Statement**

Greenwich Local Involvement Network (Greenwich LINK) is an inclusive network, independent from local government and NHS that will enable people and organisations in Greenwich to have a voice and an input to influence the involvement in consultations, planning, commissioning and delivery of health and social care services to improve the health and well-being of patients, carers, public and service users in Greenwich.

## **Foreword**

The Greenwich Local Involvement Network (LINK) was established in 2008 to give the community the opportunity to have a greater input in how health and social care services are delivered in order to meet the needs of local people. The LINK gives people in Greenwich a stronger voice in the planning, designing, redesigning, commissioning, and provision of local health and social care services.

This year, the Greenwich LINK's network has grown and strengthened significantly in its numbers of Participants and Volunteers. This has been achieved primarily through increased outreach and engagement activities and promotion through the distribution of publicity to all public buildings and GP surgeries in the borough. One of the successes of the LINK this year has been the positive outcomes made from the face to face engagement in the local community with particular efforts being made with the 'seldom heard'.

The LINK has continued to nurture the working relationships with service providers and commissioners and has been able to secure representation on numerous Boards and Committees to ensure that the patient voice is included in the decision making process.

I would personally like to thank the LINK Executive Committee Members, the LINK network and Participants and statutory sector partners for all your hard work in the last year to promote and progress the work of the LINK and I look forward to your continued support for the new challenges ahead.

Rosaline Ha  
Greenwich LINK Coordinator

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## 1. Introduction from the Chair

With the restructuring of the NHS and Social Services, we are facing a great challenge in our society.

We have a seat on the South London Healthcare Trust Board, where we can bring forward all the concerns and the plaudits that our Participants have raised with us on all aspects of hospital care. We also sit on the Patient Experience Strategy Group.

I am very proud of the fact that we now have over 800 Participants in our soon to be Royal Borough, thanks to the excellent work of our Community Development and Engagement Officer.

Our outreach work is the most essential part of our existence. We are in the process of forming small task groups to look at various parts of the services the NHS and Social Services provide and our Participants are going to be the hub of that work.

Various meetings with the statutory sector are being planned as this report goes to press – meetings that will enable our Participants to voice their concerns and have their questions answered.

I feel that the future we are facing is both exciting and challenging and with the help of our Participants and the Executive Committee Members of Greenwich LINK, we are going to help shape the face of the services we and our families need and deserve.

Sheila Freeman  
Chair  
Greenwich LINK

## 2. LINK Participation

The Greenwich LINK is an inclusive network made up of Participants, Active Participants and Members. *Participants* are those living or working in Greenwich or who use Greenwich services that have registered with the LINK. *Active Participants* are those who volunteer with the LINK on a regular basis. *Members* are those on the LINK Executive Committee.

### 2.1 Participants

Due to a restructure in the Greenwich LINK Host team in March 2010, a new post was created; Community Development and Engagement Officer dedicated to conducting outreach and engaging with the local community. This new post dramatically increased the number of participants from **315** in April 2010 to **803** at the end of March 2011.

All Participants receive a regular eBulletin providing updates on the work of the LINK, opportunities to get involved as well as local and national news on health and social care services. All Participants receive invitations to LINK public meetings and events.

### 2.2 Active Participants

The Greenwich LINK has greatly benefitted from its Active Participants. Active Participants have helped progress the work of the LINK by:

- taking part in outreach activities. This has allowed members of the community to speak more freely when providing views and experiences of local health and social care services.
- regularly attending meetings and events. This ensures that the Greenwich LINK and its Participants are continually represented.
- being involved in the publications. This ensures that all communications are accessible and appropriate to the local community
- assisting in administrative duties. This ensures that the LINK office is working more efficiently
- participating in hospital inspections. This allows LINK Participants to contribute in the scrutiny of the patient contact areas

***“ I have been working as a volunteer with the LINK for about 8 or 9 months. I have noticed that my confidence has risen a lot since I have started volunteering and one of the great things about working with LINK is the support I have received from both Maloo and Rosaline. Thanks to my involvement with LINK I am now looking at doing other work in the community.”*** Peter Cunningham – LINK Volunteer

Our Active Participants are:

- Louis Kleinman
- Carol O’Toole
- Daphne Barnett
- Peter Cunningham
- Sejal Patel
- Seema Patel
- Ramesh Beharry
- Vinod Asar
- Jamie Junior Chang Pin Tive

### **2.3 Executive Committee Members**

The Executive Committee is the decision making body of the Greenwich LINK and is responsible for steering LINK activities in order to fulfil the LINK's role.

A public election was held on 30<sup>th</sup> June 2010 and 13 Members were elected to sit on the Greenwich LINK Executive Committee. They were:

- Michael Astbury - Individual
- Balbir Singh Bakhshi - Individual
- Barbara Fitch - Individual
- Sheila Freeman (Chair) - Individual
- Rosa Goncalves – Representing Guardia Community Cafe
- Brian Haq – Representing Asian Centre for Advice and Learning
- Frances Hook – Representing Greenwich Pensioners Forum
- Lesley Muscat – Representing Action for Blind People
- Daniel Ogechukwu - Individual
- Sabiha Shazad (Vice Chair) – Representing Hamara Assra
- Harbhajan Singh – Representing Thamesmead Inter-Faith Forum
- Rita Stephen – Representing Patient User Group at Queen Elizabeth Hospital

In July 2010, the Executive Committee co-opted a new Member, George Rodgers. In December 2010, Colin brown representing Blind Independence Greenwich was co-opted onto the LINK Executive Committee.

### **2.4 Host Team**

The role of the Host Team is to enable, support and facilitate the activities of a LINK in achieving its outcomes to improve local health and social care services.

The Greenwich LINK is hosted by Parkwood Healthcare Limited.

Parkwood Healthcare  
Tithe Barn  
Thorley Hall Farm  
Thorley  
Bishop's Stortford  
CM23 4BE

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The Greenwich LINK office is based in:  
Greenwichwest Community & Arts Centre (Room 2)  
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Website: [www.greenwichlink.org.uk](http://www.greenwichlink.org.uk)

The Host Team has consisted of:  
Development Manager – Catherine Nunn (left 31<sup>st</sup> March 2011)  
Telephone: 07920 084838  
Email: Catherine.Nunn@ParkwoodHealthcare.co.uk

Research & Information Officer – Rosaline Ha (LINK Coordinator from 1<sup>st</sup> April 2011)  
Telephone: 07825 860499  
Email: Rosaline.Ha@ParkwoodHealthcare.co.uk

Community Development & Engagement Officer – Maloo Patel  
Telephone: 07710 633456  
Email: Maloo.Patel@ParkwoodHealthcare.co.uk

### 3. Engaging with the Community

Considerable work has been made in engaging with the community particularly BME and hard to reach groups. Feedback received from the community has told us that, due to the LINK's independence, members of the community are happy to share their views and concerns about local services as they feel reassured that by remaining anonymous they will not be victimised.

***“We are very lucky to have something like this in the borough. It's good to see that someone can help make a difference”.*** Greenwich resident

#### 3.1 Regular Outreach Activities

The Greenwich LINK has held regular two-hour outreach surgeries across the borough in order to engage with Greenwich residents face to face in a familiar environment.

- Plumstead Library
- Coldharbour Library
- Greenwich West Library
- The Forum
- Trust Thamesmead
- The Point (formerly Connexions)
- GLLaB (Greenwich Local Labour and Business)

***“People are happy to comment on services and share their personal experience as they feel that someone has actually taken the time to talk to them and listen to them. They feel it's nice that someone takes the time to sit with them on a personal level and listen to their concerns.”***

Maloo Patel – LINK Community Development & Engagement Officer

Members of the local Hindu Community reported that they are so grateful for the NHS and the GP they are patients with. Some of the patients have been with the same doctor for years and they feel the doctor knows them on a personal level. However some patients felt that they were not able to voice their complaints to their GP if they had any, as they were so grateful for the service and felt guilty in complaining. By talking to the LINK they have learnt to appreciate that it is not about complaining but about feeding back to the right people who, with our help, can try to make small but significant changes.

### **3.2 Outreach at GP Surgeries and Local Hospital**

The Greenwich LINK conducted a series of 4 outreach sessions (lasting 3 hours) at both Conway Road Medical Centre and South Street Medical Centre. Outreach at GP surgeries has been very successful with engagement of over 150 patients and we have received over 100 commentaries; patients' views and experiences of their local health and social care services.

The commentaries received have been analysed and the key themes showed that attitude of staff, service accessibility and treatment were of most concern. The LINK is working with the Practice Managers of Conway Road Medical Centre and South Street Medical Centre to address the key issues arising from the experiences of the patients.

The Greenwich LINK has also visited the local hospital, the Queen Elizabeth Hospital, in order to conduct outreach in the waiting areas of the hospital reception and the A&E department. Patients were very forthcoming in sharing their experiences as they waited to be seen.

Due to the wealth of information gained from this work, it is proposed that it is carried out at several more surgeries across the Borough. We will also be doing further work within the Queen Elizabeth Hospital.

### **3.3 Attending Public Events**

In order to engage with the community on a larger scale, the LINK has participated at local public events.

Hosted by the Statutory Sector:

- NHS Roadshow Health Fair
- Oxleas Health Fair
- Oxleas Carers Week
- Great Get Together – Eltham & Kidbrooke
- Great Get Together – Woolwich
- Great Get Together – Charlton

Engaging with BME and hard to reach groups

- The Mela Festival
- The Asian Health Festival
- Black History Month
- Womens Health Event – Muslim Community
- Health & Wellbeing Event – Irish Travellers Community
- GAVS (Greenwich Action for Voluntary Services) BME Health and Wellbeing Workshop
- Greenwich Blind Independence Summer Awareness Event

Local Community Events

- Walpole Unity Fair
- Lewisham Health Fair
- Quaggy Children's Festival

### 3.4 Hosting LINK events

The Greenwich LINK has a responsibility for both informing, engaging and consulting with it's network and the wider community about changes that may affect the general public. In order to involve the community the Greenwich LINK held several events: -

#### **Influencing national drivers: Health and Social Care Bill**

Following the release of the NHS White Paper, 'Equity and Excellence; Liberating the NHS' in July 2010, it was decided by the Executive Committee (the decision-making part of the local involvement network) to hold a public meeting to inform and canvass opinion on the proposed changes to the National Health Service and associated bodies.

The meeting was held on 13<sup>th</sup> September 2010 at Charlton House, Greenwich and was widely advertised throughout the borough and through the Greenwich LINK Participants' network of individuals and groups, including the statutory sector.

Speakers were invited from a variety of organisations, The Kings Fund, a local GP practice, Chartered Society of Physiotherapists and Keep Our NHS Public. The event was chaired by the Greenwich LINK Chair, Sheila Freeman and was attended by 60 people.

This event allowed the community to be informed about the proposals in the White Paper and to be given some indication as to how the proposed changes may affect health professionals and the public. At the event, the majority of the attendees indicated that they were against the proposals made by the White Paper. **The outcome of the event formed the Greenwich LINK's response to the consultation of the NHS White Paper, 'Equity and Excellence; Liberating the NHS'.**

#### **Big Debates**

Greenwich LINK held two 'Big Debates', to inform and discuss local changes that may affect the general public. Representatives from related services were invited to answer questions from the public directly and to listen to patients' opinions.

The first of these public meetings was held on 26<sup>th</sup> October 2010 to discuss changes in services at Queen Mary's Hospital in Bexley, won it's possible effect on the main hospital in Greenwich the Queen Elizabeth Hospital, Woolwich.

The second of these meetings was held on 23<sup>rd</sup> November 2010 and various members of staff from local services were invited to come and answer questions from the public about out of hospital care and social care in the community.

**Both Big Debates gained a large attendance and positive feedback. Attendees were pleased with the opportunity to have their questions answered by the relevant personnel.**

## 4. Promotion and Publications

The Greenwich LINK regularly produces publications in order to inform it's Participants of the work of the LINK as well as local and national health and social care news. Promotion of the Greenwich LINK has been made by holding public events as well as using the local media.

#### **4.1 eBulletin**

The Greenwich LINK produces and distributes an eBulletin every 2 weeks to 802 contacts which include all LINK Participants and statutory partners. The eBulletin provides updates on LINK work, notices of LINK meetings and events, opportunities for involvement, features on local services as well as local and national health and social care news. The eBulletin is well read and has been well-received eliciting positive feedback.

***“I do appreciate receiving the Greenwich LINK eBulletins. They are full of useful information and very professionally produced. When students call in to see me I just go to my e-mail folder and I can then print out the latest eBulletin for them whilst encouraging them to register as Participants themselves.”***

Ed Paxton – Destinations Manager, University of Greenwich

53 issues of the eBulletin were produced and despatched by the end of March 2011.

#### **4.2 Newsletter**

A Newsletter is produced every quarter and is posted to all Greenwich LINK Participants. The Newsletter has previously included features on LINK projects, Summary Care Records, CQC ratings of local NHS organisations, and the Coalition Government’s White Paper entitled ‘Equity and Excellence; Liberating the NHS’. As well as to Participants and Statutory Partners, 2,000 copies of each Newsletter issue have been distributed to all libraries, community centres, GP surgeries, dentists and pharmacies in the borough of Greenwich. Copies are also distributed via LINK outreach activities.

The LINK has worked with Greenwich Blind Independence to engage with it’s members on how to make the Newsletter accessible to those with visual impairment. As a result of these consultations, the Newsletter is now available in audio format and in large font print.

#### **4.3 Website**

The Greenwich LINK website has been created to keep Participants and the public up to date on LINK activities. The website also provides easy access to all LINK documents including all LINK Reports, Governance Documents and Executive Committee minutes.

#### **4.4 Leaflets and Posters**

These are distributed to all libraries and GP surgeries as well as through outreach. The LINK has engaged with Participants to ensure it’s promotional material is easy to understand and in a format that is accessible to everyone.

## **5. Collecting Evidence**

The Greenwich LINK has the responsibility of gathering information from the local community about their views and experiences of local health and social care services, which in turn will be relayed to the relevant statutory bodies for their information and in some cases, action.

#### **5.1 LINK Database**

The Greenwich LINK has a bespoke database that can carry out various important functions. All contact details of Participant and statutory partners are held on the database and this allows easy distribution of LINK publications and invitations to events.

The database also holds details of all local health and social care services in order to help signpost participants to support available.

Commentaries received by the LINK are held on a bespoke database. The comments are fully categorised and the database is able to assist the LINK by producing reports and statistics to help in establishing trends in service delivery problems and issues.

### **5.2 Discharge Pathway Project**

The aim of the project led by Frances Hook was to gain an overview of the quality of patients' experience of the discharge pathway from hospital into the community or continuing care. The Greenwich LINK produced a questionnaire that has given the LINK an overview of patients' experiences of their discharge and identified the issues faced by patients and also their positive experiences. This project was carried out with support of the Greenwich Community Health Services, Greenwich Adult and Older People Social Care Services, South London Healthcare Trust, and Gallions Reach Health Centre.

### **5.3 Mental Health Project**

The Mental Health project is led by Mike Astbury. The purpose of the mental health project is to investigate concerns raised by former patients of Oxleas House regarding their experiences of the services. Key issues relating to nurses' attitudes to patients, implementation of care plans and dual diagnosis are covered by the project. Good relationships have been developed with Stephen Firn, Oxleas Chief Executive and David Mellish, Chair of Oxleas Council of Governors in order to progress the project. Mike Astbury has taken part in a visit to Oxleas accompanied by the modern matron, Joanne George. A patient experience questionnaire is planned for this year to gather information from patients following discharge.

### **5.4 Maternity workshop**

Following concerns raised by the public through LINK outreach, the Executive Committee decided to hold a workshop to discuss patients' experiences of maternity services to investigate further. Sabiha Shazad facilitated a workshop on the 15<sup>th</sup> September 2010 to hear the experiences of young mothers on the local maternity and post-natal services. More work on maternity is planned for the next year.

## **6. Working with the Statutory Sector**

The Greenwich LINK has developed and nurtured good working relationships with key statutory partners.

### **6.1 Statutory Sector Liaison Group**

The Greenwich LINK continues to hold regular meetings of the Statutory Sector Liaison Group (SSLG) and finds it an immensely useful arena in which to share information and update the group on various pieces of work. The meetings are attended by representatives from NHS Greenwich, Greenwich Community Health Services, Oxleas Foundation Trust (Mental Services), Oxleas Foundation Trust (Learning Disabilities), Greenwich Council (Adult and Older People's Social Care Services), Greenwich Partnership.

**“Oxleas NHS Foundation Trust has established stronger links and a greater understanding of Greenwich LINK and partner organisations through participating in the SSLG. The SSLG has created a productive forum for all organisations involved to share information, develop networks and look at opportunities for joint working to ensure all our respective stakeholders are appropriately engaged where organisational goals and target audiences are similar.”**

Jo Mant, Head of Stakeholder Engagement, Oxleas NHS Foundation Trust

## **6.2 Representation on Boards and Committees**

To ensure the voice of the public and patients is heard and used at a strategic level, the Greenwich LINK has secured representation on numerous boards and committees within the statutory sector.

As well as regular liaison meetings with statutory bodies, the Greenwich LINK has representation on:

### **NHS Greenwich**

- Goal 1 & 2 Commissioning Board
- Communications & Assurance Group
- End of Life Care Group

### **Greenwich Community Health Services**

- Patient Experience Group
- Integrated Governance Sub-Committee

### **South London Healthcare Trust (SLHT)**

- SLHT Board
- Patient Experience Strategy Group
- Catering Sub-Committee
- Equality and Diversity Committee

### **Oxleas Foundation Trust**

- Council of Governors
- Dual Diagnosis Steering Group

It is nationally recognised that Dual Diagnosis represents a gap in treatment pathways, which means that primary roots of mental illness or drugs and alcohol abuse are not identified. To fulfil public involvement, the Greenwich LINK has representation on the newly formed Dual Diagnosis Steering Group which comprises professionals from both Mental Health and Drug and Alcohol services.

## **6.3 Involvement in PPI training**

The Greenwich LINK has played an integral role in making PPI (Patient and Public Involvement) a part of Greenwich Community Health Services (GCHS) frontline staff's work. Greenwich LINK representatives have been regularly involved in monthly staff training 'Patient Experience Masterclass' over the last year highlighting and explaining the LINK role and educating GCHS staff about how to develop different methodologies for getting involved with the LINK, and at the same time contributing in a positive way to raise awareness of the PPI across the organisation and within the community.

**“LINK’s participation during these sessions was highly commended by GCHS staff and they welcomed their input. LINK was also actively participating in GCHS’s Patient Experience Group over the last year, regularly reporting on their activities and giving comments and suggestions about specific PPI projects and activities at GCHS.”** Boba Rangelov, former Patient Experience Lead, GCHS

#### **6.4 LINK monitoring role**

It is the role of the LINK to contribute to the monitoring of services to ensure that they are appropriate and of high quality for patients. The Greenwich LINK has participated in both PEAT inspections and cleaning audits at Queen Elizabeth to help fulfil this role.

#### **PEAT inspections**

The Greenwich LINK has been represented on PEAT (Patient Environment Action Team) and Shadow PEAT Inspections for Queen Elizabeth Hospital. Balbir Singh Bakhshi, representing the LINK was able to offer comments to the team. The LINK took part in inspecting all aspects of the patient environment in the hospital to ensure that it is both clean and appropriate for the public. These inspections have proved themselves to be vitally important in the maintaining of high standards within our hospitals. The work of this team results in various actions to benefit the patients in our hospital.

#### **Hospital Cleaning Audits**

Representations are also made regularly at the Queen Elizabeth Hospital’s weekly managerial cleaning audits, scrutinising areas that patients and visitors will come into contact with.

**From time to time I have pointed out some vital discrepancies, which were detected and made sure that I was given proper feed back so that I could ensure that the discrepancies pointed out have been taken care of.**

Balbir Singh Bakhshi, LINK Member

## **7. Work with Voluntary Sector**

The Greenwich LINK has continued to work closely with the Voluntary Sector.

#### **7.1 GAVS (Greenwich Action for Voluntary Service)**

Members of the Host Team have regularly contributed to the GAVS BME (Black Minority Ethnic) Health meeting, which aims to address issues of health services that affect BME groups. The Greenwich LINK assisted in facilitating a BME Health workshop on the 29<sup>th</sup> March 2011 where members of various BME groups identified problems experienced by their members. The workshop provided vital information on the support needed by these groups. Greenwich LINK are regularly represented at the GAVs Health and Wellbeing Forums.

#### **7.2 Trust Thamesmead**

Regular outreach surgeries have been held at Trust Thamesmead and LINK representatives regularly attend the Trust Thamesmead Health and Wellbeing Group meetings. There are plans to engage in the regularly held ‘Talk Tuesday’ where members

of the public are afforded the opportunity to discuss their views of and concerns about local services.

### **7.3 GAD**

Engagement with the Greenwich Association of Disabled People has provided the LINK with valuable information on the experiences of disabled people many of whom feel that they are seldom heard.

## **8. Working with other LINKs**

The Greenwich LINK works closely with their counterparts in Bromley and Bexley to ensure joint working on both South London Healthcare Trust and Oxleas Foundation Trust which covers the three boroughs. Keeping regular communications with other LINKs also allows the Greenwich LINK to work and learn from best practice.

### **8.1 Bromley and Bexley LINK**

The three boroughs (Greenwich, Bromley and Bexley) are both demographically and geographically diverse, and co-operation is essential if we are to influence the changes that are taking place within our National Health Service hospitals and the services they offer. The South London Healthcare Trust (SLHT) Board covers all three boroughs hence the need to collaborate with Bromley and Bexley LINK. The Chairs from each LINK share the responsibility for voicing all the concerns raised by our various committees and participants and we do so in rotation. When the SLHT Board meets in Bromley, the Bromley Chair sits on the Board and when they meet in Bexley, the Bexley Chair sits on the Board –this ensures that all three LINKs are represented at Board meetings. Regular meetings are held to exchange views and information and this has proved invaluable when dealing with the diverse situations that arise with such a large population.

### **8.2 Lewisham LINK**

The Greenwich LINK has worked closely with the Lewisham LINK on several community events to engage with communities that live across the boundary. One such event was the Health and Wellbeing event for the Irish Travelling Community where stalls were held by local services including the Lewisham and Greenwich LINKs to inform the Travelling Community of the care and support available. The LINK has also collaborated with Lewisham LINK in the design of the commentaries form and discharge questionnaire to provide easier accessibility when used.

## 9. Income and Expenditure

### Parkwood Healthcare Ltd - Greenwich LINK Financial Report - 2010/11

	Apr 10 to Jun 10	Jul 10 to Sep 10	Oct 10 to Dec 10	Jan 11 to Mar 11	Annual Totals
Invoiced amount	£ 42,873	£ 42,534	£ 45,323	£ 36,126	£ 166,856
<b>Expenditure</b>					
<b>STAFF COSTS</b>					
Direct Staff Expenses	£ 23,450	£ 23,239	£ 23,531	£ 23,285	£ 93,505
Recruitment	£ -	£ -	£ -	£ -	£ -
Pre-Employment Checks - CRB's	£ 41	£ -	£ -	£ -	£ 41
Management Staff Costs	£ 4,200	£ 4,200	£ 4,200	£ 4,200	£ 16,800
Other	£ -	£ -	£ -	£ -	£ -
<b>STAFF COSTS - SUB TOTAL</b>	<b>£ 27,691</b>	<b>£ 27,439</b>	<b>£ 27,731</b>	<b>£ 27,485</b>	<b>£ 110,346</b>
<b>NETWORK COSTS</b>					
Travel Expenses	£ 492	£ 167	£ 317	£ 288	£ 1,264
Hosting Expenses	£ 943	£ 972	£ 2,862	£ 1,556	£ 6,332
Marketing Expenses	£ 1,412	£ 6,181	£ 4,097	£ -	£ 11,690
Members Out Of Pocket Expenses	£ -	£ -	£ -	£ -	£ -
Interpreters and Translator	£ -	£ -	£ -	£ -	£ -
Monitoring and Inspection Training	£ -	£ -	£ -	£ -	£ -
Other	£ -	£ -	£ -	£ -	£ -
<b>NETWORK COSTS - SUB TOTAL</b>	<b>£ 2,846</b>	<b>£ 7,319</b>	<b>£ 7,277</b>	<b>£ 1,844</b>	<b>£ 19,286</b>

## ACCOMODATION COSTS

Lease Costs	£ -	£ -	£ -	£ -	£ -
Rent / Rates	£ 2,115	£ 2,100	£ 2,100	£ 2,100	£ 8,415
Other	£ -	£ -	£ -	£ -	£ -
<b>ACCOMODATION COSTS - SUB TOTAL</b>	<b>£ 2,115</b>	<b>£ 2,100</b>	<b>£ 2,100</b>	<b>£ 2,100</b>	<b>£ 8,415</b>

## OTHER OPERATING COSTS

IT Hardware	£ -	£ -		£ -	£ -
IT Software	£ -	£ -		£ -	£ -
Postage, Stationery and Office Equipment	£ 5,802	£ 1,311	£ 3,877	£ 340	£ 11,331
Sundries	£ -	£ -	£ -	£ -	£ -
Telephony and Communication	£ 369	£ 316	£ 288	£ 308	£ 1,281
Irrecoverable VAT	£ -				£ -
Audit Fee	£ -				£ -
Other - Insurance, HR, IT, Payroll Central Admin Support & Contribution	£ 4,050	£ 4,048	£ 4,049	£ 4,050	£ 16,197
<b>OTHER OPERATING COSTS - SUB TOTAL</b>	<b>£ 10,221</b>	<b>£ 5,675</b>	<b>£ 8,214</b>	<b>£ 4,698</b>	<b>£ 28,809</b>
<b>TOTAL EXPENDITURE</b>	<b>£ 42,873</b>	<b>£ 42,534</b>	<b>£ 45,323</b>	<b>£ 36,126</b>	<b>£ 166,856</b>
<b>Excess of Revenue over Expenditure</b>	<b>-£ 0</b>	<b>£ 0</b>	<b>£ 0</b>	<b>£ 0</b>	<b>£ 0</b>

## 10. Looking forward

### Outreach and Engagement

This year, the focus and objective of all *outreach activities* will be on the compilation of patient commentaries in order for the LINK to build a substantial database of intelligence. With the support of volunteers, the LINK will undertake outreach and engagement activities to meet local people and gather their views with an emphasis on the seldom heard and other hard to reach groups. Particular effort will be made to engage with users of social care services and their carers. Evidence gathered will be analysed and action taken where concerns have been highlighted. Engagement activities will take place at GP surgeries, community centres, hospital waiting areas, public events and through meeting community groups. The LINK will then be able to provide the valuable evidence needed to influence change and improvements to services to benefit the whole community.

### Focus Groups

The success and strength of the LINK relies on the support and dedication of its Members and Participants. There will be a big push throughout the coming year to involve more Participants from the Greenwich public in the work of the LINK. The LINK aims to form Focus Groups to assess the issues and trends and involve Participants and stakeholders. Where there are concerns in service provision, reports or letters will be sent to providers and commissioners. Where the concerns are significant Enter & View may be undertaken.

### Representation and Monitoring

The LINK will continue, and seek further, representation on provider and commissioner Boards and committees to express the views of the people of Greenwich with regard to the changing, closure, improvement or reconfiguration of services. The LINK will monitor changes to local NHS and care services, the reconfiguration of provider services and the proposed new commissioning arrangements and ensure the patient voice is represented, heard and taken into consideration. The LINK has begun collaborating with the Greenwich Shadow Consortium and the development of the new commissioning structure.

**“The LINK is an important and valued partner to the GP shadow consortium. Through partnership with the LINK, we have sought for patient experience and views with a diverse membership in Greenwich. We continue to work closely together in this time of change and have remained grateful to all the support the LINK has offered us through our development”.** Dr. Eugenia Lee, Gallions Reach Health Centre

### Partnership working

The LINK seeks involvement in relevant networks, forums and user groups to enable information exchange and collaborative working. The LINK will form partnerships with voluntary and community sector organisations. This will enable the LINK to engage with users and carers and highlight their complaints and issues and take those forward to bring about change and improvement.

*This report will be sent to:*

- *Secretary of State for Health*
- *Care Quality Commission*
- *Greenwich Council*
- *Greenwich Business Support Unit*
- *Greenwich Community Health Services*
- *South London Healthcare Trust*
- *Oxleas Foundation Trust*
- *NHS London*
- *Greenwich Council Overview and Scrutiny Committees.*

*This report is available on the Greenwich LINK website [www.greenwichlink.org.uk](http://www.greenwichlink.org.uk). A printed copy will be made available on request through the Host office.*