

# Annual Report: March 2010 – April 2011



Health and Social Care  
in Lewisham has a new voice.

**YOURS!**



Pictured:

NHS White Paper Debate, Bellingham Festival,  
Mental Health Awareness Training

Just 3 of the 199 activities we organised or attended!

Lewisham LINK

Your Local Involvement Network





Representation on Strategic Boards  
and Partnerships

Training

Enter and View

Acclaimed Newsletters



**Participation:**

1,300 Individuals

300 Groups

500 Professionals



Cutting Edge Database  
Obtaining People's Views

Effecting Change

Mailing List of 2,433

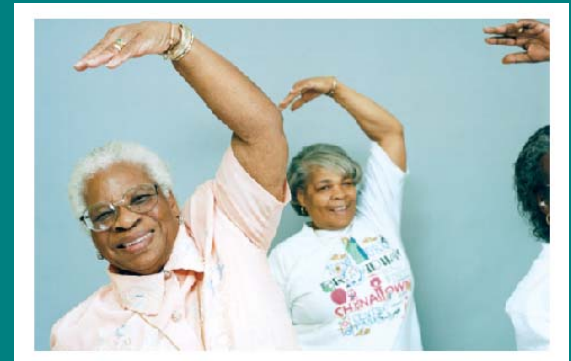


Organising Workshops

Visiting GP Practices

Supporting Community Events

Improving Services!



# Foreword



Welcome to the third annual report of Lewisham Local Involvement Network.

Since July 2008, staff, volunteers and the Executive Committee have shaped a Local Involvement Network that is leading the way in London and across England and is recognised as one of the most successful LINKs with over 2,000 Participants, 6575 commentaries recorded on the database and an estimated 8000 people engaged. The LINK has developed strong links with local organisations through its Statutory Sector Liaison Group and a protocol for collaborative working that statutory sector partners have signed up to. This protocol has been shared with other LINKs as a model of good practice. The LINK is represented on a number of strategic boards, including: Healthier Communities Select Committee; Adult Strategic Partnership Board; Younger Adults Partnership Board; Patient and Public Involvement Steering Group; A Picture of Health Steering Group; Lewisham Primary Care Federation; Lewisham Clinical Commissioning Committee; NHS Lewisham Lay Representative Board and the Shadow Health and Wellbeing Board.

Over the last year the Executive Committee has focussed efforts to underpin and strengthen the LINK by community engagement and building relations with the statutory sector. Through our commitment to community engagement, we receive honest accounts of people's experiences of local health and social care services and are acting on issues and concerns that are presented to our LINK.

The report reflects the LINK's vision and purpose to ensure that health and social care services reflect the needs and wishes of local people across the entire borough.

**Val Fulcher**

Chair, Lewisham LINK Executive Committee

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## Introduction

The primary role of a LINK is to provide a stronger voice for local people in the planning, design or redesign, commissioning, and provision of health and social care services. The Government has not prescribed how a LINK should be structured because LINKs should develop flexibly, taking into account local groups and communities and their priorities, and particular geographical issues and culture.

Although LINKs have flexibility about how they undertake their roles, there are a number of principles that are common to all; for example, all LINKs are independent networks made up of a mixture of local individuals and organisations – such as voluntary organisations and community groups.

Lewisham is a densely populated Inner London Borough and faces a range of challenges, not least the perverse effect that inequality has on people's life chances and life opportunities. Lewisham is ranked the 39<sup>th</sup> most deprived borough in England. The borough is the 15<sup>th</sup> most diverse local authority in the country and while this diversity is one of Lewisham's key strengths, it also presents particular challenges to making sure all communities and citizens have the opportunities to influence the decisions and services that affect them.

Lewisham Local Involvement Network (LINK) is a network of people and organisations or groups who are able to represent the views and ideas of lots of different people about the way health and social care services are planned and delivered. The LINK was launched in September 2008 and is supported by Parkwood Healthcare Limited.

This year, the LINK has continued to focus on nurturing positive relationships with commissioners, service providers and the people of Lewisham. The LINK has been active in local engagement of national policy drivers, namely the Health Reforms and the Big Care Debate. We look forward to supporting the LINK during transition as it develops into HealthWatch in 2012.

Miriam Long, Development Manager, Lewisham LINK

## Participation and Membership

The number of people, who registered to participate in LINK activities, receive regular information and feedback on health and social care services rose from 938 last year to 2,100 on 31 March 2011. An estimated 8000 people took part in LINK activities at public events. A total of 2441 people regularly receive information from the LINK in the form of fortnightly E-bulletins, this includes: 874 individual Participants; 312 social care groups and 1255 other interested parties including commissioners and providers. A total of 30 active Participants support the LINK in a range of activities including governance, as a member of the Executive Committee; community engagement; data entry; narrating the audio bulletin; research and representation.

### Executive Committee Members

Alan Bailey	individual elected member
Paul Connelly	individual elected member
Brian Fisher	individual elected member
Rosie Fooks	individual elected member
Val Fulcher	co-opted representing Carers Lewisham
Phillippe Granger	individual elected member
Martin Howie	co-opted representing Voluntary Action Lewisham
Jane Keane	co-opted representing 170 Community Project
Sally Niblett	individual elected member
Sue Parks	co-opted representing Lewisham Mencap
Elsa Pascal	co-opted representing Lewisham Ethnic Minority Partnership
Kate Rogalska	individual elected member
Geraldine Richards	individual elected member
Graham Trice	individual elected member
Lewisham Young Mayor	Co-opted representing Young People

### Active Participants

Jumoke Akinsiku  
Cathy Collymore  
Victoria Effedua  
Fayrose Eisa  
Jennifer Gillard  
Florence Golley  
Sue Hiscock  
Desmond Hodgson  
Martin Kilmo  
Humaiun Kobir  
June Lewis  
Katarzyna  
Magdalena  
Tony Sullivan  
Christopher Wilde





## Actions and Achievements

The achievements of Lewisham LINK have been considerable and diverse and have been facilitated by the talents and outputs of the Host Team based at Ladywell Leisure Centre (courtesy of Parkwood Leisure).

Progress and achievement can be summarised as follows:

### **Statutory Sector Liaison Group (SSLG)**

The LINK formed the SSLG in 2008 to support partnership working and information sharing. The LINK has produced a protocol for joint working that statutory sector partners have signed up to. This protocol has been shared with other LINKs as a model of good practise.

### **Strategic Boards and Committees**

The LINK is represented on a number of strategic boards and meetings including: Healthier Communities Select Committee; Adult Strategic Partnership Board; Younger Adults Partnership Board; Patient and Public Involvement Steering Group; A Picture of Health Steering Group; Practice Based Commissioning Federation and NHS Lewisham Lay Representative Board.

### **Local and National Policy Drivers**

The LINK facilitated Health White Paper consultation events and provided feedback to influence national policy.

The LINK has been a key stakeholder of the Autism in London Department of Health work stream. LINK members are informed of and supported to attend local and national consultation events relating to health and social care provision.

## **Research and Communication**

Darren Morgan, Research and Communication Officer, is responsible for designing and producing LINK newsletters and bulletins; developing and maintaining the LINK database and designing LINK promotion leaflets and questionnaires.

## **News Bulletin**

The LINK produces an Ebulletin which is despatched to 2,441 groups, individuals and statutory sector professionals each fortnight. The bulletin is well read and well received in Lewisham. 57 issues were produced and distributed electronically by the end of March 2011. In addition, a Newsletter is produced bi-annually and distributed by post to registered Participants who are unable to access the electronic bulletin. Feedback on our Ebulletin includes: "good layout, wide variety of topics, easy to read and understand, very regular, useful web links." As from January 2010, audio versions have been produced and are available on the LINK website. The audio bulletin is narrated by June Lewis.

## **Bespoke Database**

The LINK has developed a bespoke database and has added functionality month-on-month. Using the database we have mapped 2,000 health and social care organisations in Lewisham. In addition, the database holds all health and social care comments received by the LINK, including those from provider PALS reports. The comments are fully categorised and the database is able to assist the LINK in establishing trends. The LINK provides regular reports for NHS Lewisham and Lewisham Healthcare NHS Trust. It also produces bespoke reports for the Joint Strategic Needs Assessment, Public Health and GP Practices.

## **Website**

The website was introduced early on, and is a platform for information, discussion and feedback. The website hosts an online directory of local community services and is continually being populated. Local providers are welcome to register their services directly on the website.





## Marketing

A promotional film highlighting LINK role and achievements has been produced and is available on the LINK website and You Tube. The LINK commissioned a Life Channel campaign lasting 2 months, consisting of a 30 second advert played 3 times per hour at all surgeries across Lewisham and Pro Vision for a 45 second plasma screen advertisement to promote the LINK at Lewisham Hospital for a 12 month period. The LINK is advertised in Lewisham Life and the Primary Care Broadsheet that are distributed to all residents in the borough. We have re-designed the outreach leaflets and flyers and we have now signed up 2,100 Participants and received 6,575 comments relating to health and social care services. An estimated 8000 people have been given information and engaged at public events including Lewisham People's Day.

## Community Engagement and Development

The development of the Community Development and Engagement Officer's post has vastly expanded the outreach capabilities of the LINK. 199 outreach activities have been carried out between April 2010 and the end of March 2011 with a large range of communities and groups including the Travelling, Turkish, Afghan, Somali, Tamil and Irish communities; Young People and Older Adult Groups. This has led to an increase in Participants as well as introduced Lewisham LINK to a much wider community.

Kevin Trowell, LINK Community Development and Engagement Officer, carried out a pilot engagement project at Fieldside Care Home over 4 weeks. The pilot explored a variety of communication methods to engage with elderly residents with dementia and other cognitive impairments. Residents were encouraged to give feedback on local health and social care services using visual and non verbal tools.

## Volunteers

The LINK has recruited and trained a number of volunteers to assist with engagement activities including "Enter & View" and outreach. All volunteers undergo CRB checks and in-house training. A number of our Executive Committee engage in a variety of engagement activities and represent the LINK at a strategic level. The LINK has arranged training around specific issues relating to health, social care and community

engagement; this training is accessible to all active LINK Participants and Executive Committee Members. This year we have arranged the following training sessions: Healthy Hearts, British Heart foundation; Patient Record Access, Lewisham LINK team; Mental Health Awareness, South London and Maudsley Mental Health Trust; Volunteering Roles and Responsibilities, Volunteer Centre Lewisham and LINK team; Turning Rights and Entitlements Into Reality ~ Disability Awareness Training, Disability Law Centre; Learning Disability Awareness, The Camden society.

LINK volunteers receive practical Community Development and Engagement Training. Community, Health and Wellbeing Events organised by the LINK are used to train volunteers in engagement, event planning and co-ordination.

### **Enter & View Training**

The LINK organised and facilitated 2 Enter & View training sessions during this period as a follow up to the training provided in the previous year. The first on 16 March was attended by 9 Lewisham LINK Participants; the second was commissioned by Southwark LINK and was attended by 9 Participants and 2 Members of the Southwark LINK Host team. When asked what attendees like about the training, feedback included:

- Learn loads, meet new people
- The way it was organised
- Chance to really consider the process and points to consider in an enter and view
- The topical discussions
- Practical Work
- Makes me open my eyes. It does teach me about how to meet everybody's needs
- The participatory elements
- Group discussion
- Not only did the trainer teach about Enter & View but also gave an extra 'mini' session on the history of patient and public involvement in health over the last few years.





### Visits to services

One of the major advances this year has been the development of engagement visits to GP practice settings around the borough; a total of 61 visits were conducted to 15 practices by the end of March 2011. This has been very important in collating the views of a wide range of patients and also has been a source of feedback to practice teams. We aim to expand these visits to all GP surgeries and health centres during the coming year.

The LINK has conducted 5 official announced Enter & View visits this year as a response to community feedback. 4 of these visits relate to health and one relates to social care. Reports and feedback relating to these visits are available on the LINK website.

## Changes that have resulted from our work

### Requests for Information and Recommendations

Working collaboratively with the statutory sector has ensured a regular flow of information. The LINK regularly receives PALS and Complaints reports from Lewisham Health Care Trust, London Borough of Lewisham and Lewisham Primary Care Trust. These reports enhance the LINK's service identification and monitoring capability and inform the work plan.

The LINK has made the following formal requests for information and recommendations during this period:

- Hospital transport - This issue was dealt with promptly and new guidelines put in place to ensure patients are safely transported to and from hospital.
- British Sign Language interpretation at healthcare setting - The response was within 20 days and informed that interpreters are trained to minimum standards.
- PALS and complaints from the Mental Health Trust - Although the response was within 20 days, the level of detail is not satisfactory.
- Obtaining adaptations including rails/steps for sheltered housing residents - Initial response was within 20 days. Following LINK intervention all necessary aids and adaptation were installed.
- Misdiagnosis and lack of customer care at A&E - Following LINK intervention, A&E reception staff received customer care training. Patient received appropriate treatment.
- Recommendation for LINK to provide training to health care staff - LINK have provided 2 patient experience sessions to staff at Lewisham Health Care Trust. This has been agreed to be an ongoing piece of work.





- GP engagement reports - One of the practices visited has appointed a lower grade nurse to do immunisations which were taking up more than half of one senior prescribing nurse's slots. This has freed her to do more sexual health and smears, in turn hopefully freeing up doctors, especially female, to improve doctor access. All the information has been fed back to receptionists, clinicians and management team and the practice has looked at some more customer service type training for some of the newer receptionists. Another practice has modified their appointment system, giving patients more choice. The practice informed the LINK that the findings in the LINK survey prompted them to act quickly. The LINK has been invited to repeat the engagement exercise as the practice feels that patients are more likely to answer honestly to the LINK, as we are an external body
- Carers concerns about the management of a disruptive resident in a local continuing care provision The LINK reported this to the provider of services. The result being the modern matron responsible for the provision and the carer met with the manager of the home and agreed an action plan
- Lewisham MS group and LINK Participants raised the issue of the cancellation of an exercise class that was aimed at people with physical health difficulties in reduced mobility; following a report from the LINK, the exercise class was reinstated
- Following a complaint from the son of an inpatient at Lewisham Hospital, the LINK on request contacted the patient advice and liaison team at the hospital. The patient was soon visited by the Matron responsible and the issues were resolved to the satisfaction of the patient and his family.

It must be acknowledged that some LINK outcomes may not be evident in the short term. For instance an issue raised by the LINK relating to patient treatment and carer involvement and support in October 2009 to Lewisham Hospital resulted in the hospital setting up procedures to alert priority cases using Patient

Information Management System. LINK intervention in this case also resulted in the recruitment of 2 carer support development staff in September 2010.

### **Signposting and Supporting Individuals**

The role of LINKs is to find out what people think of services and use that information to influence positive change. This role is being expanded to support individuals to exercise choice when LINKs become Local HealthWatch organisations in 2012. Since Lewisham LINK was launched in September 2009 we have had a number of individuals who have contacted the LINK for information and support.

### **Collaboration with Overview and Scrutiny**

Val Fulcher, LINK Chair, and Philippe Granger, Executive Committee Member, represent the LINK at the Healthier Communities Select Committee and are respected as integral to the committee. The LINK and the OSC have agreed to joint working to ensure health and social care services are adequately scrutinised in the borough.

### **Working with External Partners**

The LINK continues to provide work experience placements to schools and colleges. 3 young people from local schools completed two weeks of varied work experience, working alongside the Communication and Research Officer (based in the office), the Engagement Officer (attending various community venues) and the Development Manager (attending official meetings). They gained experience of community research, database – inputting service user feedback surveys and producing bulletins – researching articles online, editing and formatting.





Shreena Patel, dental student, completed 3 weeks of work experience. She wrote of her time with the LINK "May I take this opportunity to thank you once again for giving me the role of a volunteer with Lewisham LINK, I have thoroughly enjoyed the time that I have spent with you and hope to continue my association with this great organisation."

Katarzyna (Kat) Rakowska is studying Community Development and Regeneration at South Bank University. Kat is on work experience for 2 years and spends 2 days a week with the LINK, where she is mentored by the Development Manager. Kat is a valuable member of the LINK team and is frequently recognised in the borough through LINK community engagement activities.

Paul Connelly, LINK Executive Committee Member, has qualified recently as a Lewisham Health Trainer. Paul used the LINK as his work placement, engaging with the local community to support healthy lifestyle choices.

The LINK has continued to build relationships with a variety of organisations including other LINKs, Care Quality Commission, General Medical Council, Nursing and Midwifery Council, National Voices, Greenwich University, local commissioners and health and social care providers.

### **Future Plans**

2011 is a challenging year for LINKs. Public sector funding constraints have resulted in reduced funding for LINKs. Lewisham LINK is faced with a 43% cut in funding, which threatened to result in redundancies within the Host team. However, due to careful financial management throughout the year we were able to accrue savings of £37,305.00. Assuming this level of savings can be replicated, the staff team have been retained for the crucial transition year. The LINK Executive, Participants and Host team look forward to developing a successful HealthWatch.

## Circulation

- The Office of the Secretary of State
- The Care Quality Commission
- Lewisham Council
- Lewisham Overview and Scrutiny Committee
- NHS Lewisham
- Lewisham Healthcare Trust
- South London and Maudsley NHS Foundation Trust
- National Voices

This report is also available on the Lewisham LINK website:  [www.lewishamlink.co.uk](http://www.lewishamlink.co.uk)



# Annual Report

## 1 April 2010 – 31 March 2011



### Lewisham LINK Income and Expenditure Account

	Annual Totals £	Annual Budget £
<b>Invoiced amount</b>	<b>175,000.00</b>	<b>175,000.00</b>
<b>Expenditure</b>		
Wages and salaries	94,209.00	97,500.00
Hosting Expenses -meetings etc	4,698.00	14,800.00
Marketing - Incl web design, hosting, web address etc	9,805.00	12,000.00
Training & Induction	1,150.00	
Subsistence & Travel	945.00	1,500.00
Accommodation ( Office & Meeting rooms)	4,400.00	7,000.00
Premises running costs (e.g. telephone / electricity / etc)	2,384.00	5,000.00
Project running costs e.g. Stationery & materials	3,864.00	3,000.00
Furniture & Fixtures		1,800.00
Depreciation - Cap Ex - Computers	1,566.00	
Central Admin Support - HR,IT, Payroll	24,500.00	25,000.00
Other including insurance	3,825.00	7,400.00
	<b>151,346.00</b>	<b>175,000.00</b>
<b>Excess of Revenue over Expenditure 2009/10</b>	<b>13,651.00</b>	
<b>Excess of Revenue over Expenditure 2010/11</b>	<b>23,654.00</b>	
<b>Total Excess of Revenue over Expenditure</b>	<b>37,305.00</b>	

LINK had secured an additional £500 from providing training and aims to develop areas of work to support sustainability.

Total 175,500.00

## Contacts

- Val Fulcher (Chair, LINK Executive Committee)  
✉ lewishamlink@parkwoodhealthcare.co.uk
- Miriam Long (Development Manager)  
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- Darren Morgan (Research & Communication Officer)  
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- Kevin Trowell (Community Development & Engagement Officer)  
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### HOST TEAM

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### HOST ORGANISATION

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## Feedback Comments

### Database

"Great transparent data collection and very professional reporting – useful and helpful for the group to comment and challenge. Group expressed their thanks."

"Following Darren's wonderful demonstration of the Database system we could like to go ahead with using it at LINK Southwark."

### eBulletin/Newsletter

"Thank you Darren - plenty of interesting details about local events."

"Brilliant as usual - so informative. Thank you."

"Thank you for publicising the Choice and Information consultations in your newsletter Darren. I appreciate it."

"Many thanks for all the useful bulletins which helped me find my way round Lewisham's services etc."

"Thanks as ever for keeping me copied into your very good LINK newsletter."

"Lewisham link newsletter could be done on less expensive paper. These could be produced much more cheaper and effectively."

"Thank you for the excellent and descriptive write up!"

"Well done Darren – another bulletin packed with useful info."

"This is a great news letter do we get copies for our reception?"

"Thank you Darren - as informative as ever - well done."

"Newsletter is brilliant, loads of info."

"The LINK bulletin is a great way to promote local activities to a wide network."

"Organisation: Isle of Wight LINK Chair. Likes: easy to read, and pleasant to look at. I wish our own e-bulletin was half as good as this. Lots of good information that kept me wanting to read on and find out what was next. Well done."

"Thank you Darren, another bulletin jammed with useful information and presented with some enhancing graphics, well done."

"Thank you Darren for another detailed and well presented publication."

"Thanks Darren - a very informative bulletin."

"Many thanks for the EOL notice – much appreciated."

"It's an excellent newsletter."

"Thanks for providing me with useful information. I'm glad to be able to receive this from you."

"Thank you for the latest bulletin, it was very informative."

"Just to let you know that I thought the e bulletin was really good and informative."

"Thank you Darren, and Well done!"

"Excellent, the standard does not slip."

"I think that this e-bulletin is brilliant! An excellent local update on health issues plus wider political stuff. Keep up the good work."

"Thank you for sending us the latest issue of the Lewisham LINK eBulletin. We would like you to know that this is an excellent publication and we would like to congratulate the team for doing such a brilliant job for the community." - Gill Galliano, Chief Executive, NHS Lewisham."

"Great bulletin, thanks."

"I'd like to let you know that the e-bulletin Darren sends is really good and informative. It's the kind of newsletter we would like to advertise our stop smoking groups in as so many people look at it."

"See you soon, and I really find the LINK bulletin useful by the way."

"I think you provide a marvellous information service: easy to read, full of interesting contributions, brilliantly laid out and always up-to-date and relevant. Thank you."

## **Meetings/Outreach**

"Truly we have a model of good practice here, but how can we impress upon other GP surgeries that they could also respond to the need of patients in a similar way? Well done."

"1,237 total comments received from GP practices, 814 of which were about GP services. 396 people signed up to the LINK. Not bad for a year's work (and that's only one work stream)!"

"Many Thanks for your email to Envirocall re Rats in the river bank of the River Ravensbourne in Ladywell Fields. I Have asked our Grounds Contractor Glendales to investigate the problem and arrange for any appropriate treatment works to be carried out."

"We do mention the support available from your team on a regular basis."

"On the whole I would say the day was well organised and a great opportunity for people to network. Job well done."

"I thought that on the whole there was a wide range of services offered on the day. It was a shame that there was just myself representing food and nutrition. It would have been useful to have another service there."

"Thank you Kevin - a pleasure to be involved in the event."

"Just a quick email to say well done for a great day. Networking was good, the atmosphere was good and a great opportunity for information sharing. And... I also got a health check and discovered that I have less than a 10% chance of having a heart attack in the next ten years! So all good."

"Dear Kevin - Thanks for the prompt and very positive feedback. Although, I missed the am session both Patience and Emma felt it was a good venue and information available. However, the attendance from the general public was low and parking was a problem. I will like to suggest putting up flyers not only outside the venue but on the main road to draw in the crowd. It is also always useful to suggest using public transport due to limited parking facilities. As promised, I will send you the recent research findings about sickle and thalassaemia in Ireland."

"Dear All Just a quick email to say well done for a great day. Networking was good, the atmosphere was good and a great opportunity for information sharing. And... I also got a health check and discovered that I have less than a 10% chance of having a heart attack in the next ten years!"

"So it was your work! Really impressed. Yes definitely keep me posted."

## **Outcome**

"That looks great and of course this is positive publicity for both Lewisham Link and the practice. The fact that the practice has taken on board the views of patients (through surveys and outreach) is a very positive message to get out!

"Just to let you know that the stretch class is now back on. The class is with Justine on Mondays from 12.30pm til 1.30pm."

"Just a quick email to say well done for a great day. Networking was good, the atmosphere was good and a great opportunity for information sharing."

## General Activity

"I wanted to send you all a quick message thanking you for all your support and hard work over the past year."

"I have been invited and participated in a few of Lewisham Links programmes/events in the past year. I attended the event at the Irish community centre where there was a mass amount of different stalls offering advice and help with day to day life skills and needs such as medical issues, housing issues, life style activities and including my own stall housing advice! this was very helpful to both the people that attended and for me and my services, being able to introduce myself to a wider client range. I also attended a mental health and well being session which again was extremely helpful in my line of work. I would like to say thank you for the invites and also for the work your service provides as they are both helpful and valid to the general public. Also a thank you to Darren for keeping everyone updated with the monthly newsletter he send every month. This is also very helpful."

"Lewisham LINK enables me to have a voice on NHS and Community Services."

"Thank you for this very detailed document. Knowing how hard you and all the team work I should not be surprised by the range and amount of work that has been covered in the time period. In congratulating you on the achievements may I respectfully caution you about the need to pace your self appropriately and ensure that you delegate adequately. Well done, may the Lord grant you the clarity of mind to keep up the good work."

"It was a great day and we were very very impressed with your LINK. Suzy is typing up the flip chart sheets and it would be great to have the delegates list to keep people informed of what the BHF is doing and opportunities to get involved. I have copied in Layla who is our colleague and covers your area; Layla, this LINK is excellent, very nice people and lots of good practise, worth a visit. Keep up the good work."

"I like the flyer you use - good design."

"It is packed with brilliant info, Newsletters etc. It will give you a pretty good idea of what it is about, in the detail too. Then if there is something else you'd like to know, try contact Kevin. You can also ask me questions as I am on the Exec and have a fairly good understanding and overview of what this super LINK does."

"Miriam, Very useful. Thanks for your time."

"Complaints Procedure: Hi Miriam. This seems a reasonable policy to me. I feel we should adopt it."

## **Work Plan/Report**

"The volume of work presented in this report is HUGE – and very impressive. I really can't see that there is any room for criticism/complaint. There's a string of activities against each of the target areas."

"Well done, you and the team have done a fantastic job, I hope the DoH are impressed!!"

"Enter and View: Well done Miriam, a much clearer version and not so blaming."

## **Enter and View**

"Dear Miriam, thank you for this detailed report. I have read through it quickly - please see the attached file. I have made just a few changes."