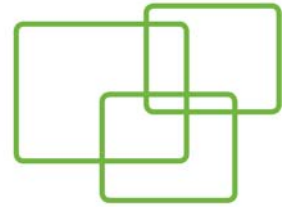


Richmond
upon Thames

LINK



improving local care & health



Richmond upon Thames LINK Annual Report 2008-2009



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Chairman's Foreword

I am delighted to introduce our first Richmond upon Thames Link Annual Report to 31st March 2009.

The launch of our LINK took place on the 30th October 2008 and this report therefore covers a period that includes an interim period of seven months and five months of LINK activity. The first LINK Steering Committee was formed of individuals from the community initially brought together by the designated officer of the London Borough of Richmond upon Thames. Prior to the launch, individuals who maintained an active interest in LINK involvement were formally appointed as the Interim Steering Committee which began to plan for and put in place systems to support the launch of the LINK and help take it through the early months of its existence. On the day of the launch of the LINK the majority of the members of the interim committee formed the first LINK Steering Group to lead the LINK during its first year until membership was established and the first open nomination and election process could take place at the first Annual General Meeting.

Richmond upon Thames Council for Voluntary Service was awarded the contract to provide Host services with a commencement date of September 1st and the Host support team was in place from 29th September 2008.

LINKs were expected to put systems in place with unrealistic speed and we have been fortunate in Richmond that our steering committee members have been able to provide a range of experience and expertise that has allowed the LINK to be actively involved in contributing to and influencing the changing local health and social care environment whilst working with the Host on LINK developmental activities.

LINKs have been given a huge task to address as they build their networks of individuals and organisations, gather views of their members, involve and represent their members with health and social care issues and then, with their captured knowledge, work to influence and inform the providers and commissioners of services. Our LINK recognises that if we are to have significant influence, then we must equip ourselves with a real understanding of the issues to be addressed; no small task in itself, particularly if the wider community is to be effectively engaged.

I would like to express my appreciation of the very significant commitment of the LINK Steering Committee and Host team to getting the LINK off the ground as early as possible and establishing a LINK which has already gained recognition within our community. However, we do not under-estimate the task in front of us before we are able to say that the LINK can comprehensively represent the collective views and opinions of our community. There is untapped expertise and experience within the voluntary and community sector and with individuals and we all need to work together to achieve optimum engagement and have a real influence on the quality of health and social care services.

Margaret Dangoor
Chair

Section 1

Introduction

LINKs were established by the Local Government and Public Involvement in Health Act 2007. Part of the Act requires LINKs to publish an annual report about their activities during the previous financial year. All LINKs must publish an Annual Report covering the period from April 1st – March 31st and send it to the following, by June 30th:

1. The Secretary of State for Health
2. The Care Quality Commission
3. Relevant Local Authorities
4. Primary Care Trusts
5. Strategic Health Authorities
6. Overview and Scrutiny Committees

Strict regulations exist about what LINKs must include in their report. The lay out of this report, and the information contained in it reflect what LINKs are required to report and so may not cover all of the work Richmond LINK has undertaken.

Richmond upon Thames LINK will fulfil its duty to make this document public by placing it on www.richmondlink.org.uk. It is important to Richmond LINK that it communicates effectively with the community and the LINK will therefore produce and publicise ahead of its first AGM, a report aimed at the community covering the year since its public launch.

It is important to note that in its first year Richmond upon Thames LINK has undergone many changes. Between April 1st and August 31st 2008, Richmond LINK was an interim LINK and was supported by London Borough of Richmond upon Thames. From September 1st Richmond Council for Voluntary Service provided the Host Service and Richmond LINK officially launched on October 30th.

Section 2

Decision Makers

Richmond LINK has a Steering Committee whose members make what are termed “relevant decisions”. Relevant decisions are described in NCI Guide 12 as:

- how the LINK will undertake its activities;
- which care services the activities will relate to;
- the amounts spent on LINK activities;
- whether information is to be requested from a services provider;
- whether a report or a recommendation is to be made;
- which premises are to be visited and when the visit will happen;
- whether to refer a matter to an Overview and Scrutiny Committee; and
- whether to report a matter to anyone else.

We are required to publish the names of all those people involved in making relevant decisions.

The Steering Committee comprises:

Margaret Dangoor (Chair), Philip Darling, Terry Geffen, Bonnie Green (Vice Chair), Walter Holland, David Horwood-Barrett, Peter Hughes, Catherine Mann, Janet Marriott, Richard McIvor (Treasurer), Mary McNulty, Gareth Savin, Morris Shaer, Kathy Sheldon, Paul Pegden Smith, Tim Spring.

The following Committee Members have supplied short biographies:

David Horwood-Barrett

David is Manager of the Richmond Community Support Service Consortium providing services to older people. He has personal experience of various charities caring for older and disabled people as well as in the NHS. David's career experience ranges across manufacturing industries in UK and overseas at senior management level in both Technical/Production and Commercial sectors plus Industrial Consultancy in developing economies.

Philip Darling

For the past 3 years Philip has worked in independent research and training with a particular interest in health and social care matters. He has published a number of books during his career as a university senior lecturer and recently published a guide to protecting the vulnerable from abuse. He is a Chartered member of the Chartered Institute of Personnel and Development.

Prior to retirement, Philip was a Principal Lecturer at the University of Surrey, Roehampton, where he was responsible for creating and managing its MSc programme in Strategic Training & Development and underpinning research activities.

Margaret Dangoor

Margaret is a registered nurse and the majority of her career was spent working in the NHS, covering a broad range of clinical and general management roles. She has a Masters in Health Law. For over 10 yrs she has been executive director of a national organisation promoting better management of risk to improve patient safety within the NHS. She is a Fellow and past Member of Council and Vice-President of the Royal Society of Medicine. Margaret is a past chair of Richmond Council for Voluntary Service and Richmond Aid and a past trustee of Richmond Parish Lands Charity. She was a member of Kingston Hospital PPIF and a member and chair of the Richmond and Twickenham Patient and Public Involvement forum. She is a co-opted member of the Borough's Health, Housing and Social Care overview and scrutiny committee. Margaret is a carer and has a particular interest and involvement in representing user and carer issues relating to Alzheimer's disease. She is a member of the NHS London Improving the Patient Experience Committee.

Bonnie Green

Bonnie is an independent communications and public affairs consultant specialising in the healthcare and not for profit sector. She has had 25 yrs experience as a trustee and senior manager of a child health charity and was vice chair of the Richmond and Twickenham Patient and Public Involvement Forum. She is an honorary member of the British Association of Perinatal Medicine and a member of the Medical Journalists Association. She is the LINK representative on the Richmond and Twickenham PCT Board. Bonnie is Vice chair of 'Fifth Estate' Chartered Institute of Public Relations sector group for the not for profit sector. Bonnie has worked with government, NHS and professional organisations on issues relating to neonatal care and promoted pharmacy practice research. She is a member of the Healthcare for London Patient and Public Advisory Group.

Peter Hughes

Peter is a past chair of the Richmond and Twickenham PCT Patient and Public Involvement Forum. He is currently involved in leading walks for health in the Shepperton Residents Association, in Age Concern, in teaching engineering in primary schools, and is the Grand Master of the Surrey Hash. Peter is a retired civil engineer; during his career he spent nine years teaching in tropical Africa.

Catherine Mann

Catherine has a nursing and nurse education background and has a Masters in Health Promotion and a particular interest in public health/social policy. Catherine is a co-opted member of the Borough's health, housing and social care overview and scrutiny committee and was recently a member of a sub-

group considering CAMHS (Children's and Adolescent's Mental Health Services), the recommendations of the group being reported to the Council. Catherine is a member of a number of Richmond and Twickenham PCT committees: the Quarterly Scrutiny Group, the Quality Monitoring Group and the Clinical Effectiveness and Audit Group.

Janet Marriott

Janet has working experience of residential child care and elderly care; for a number of years she was a carer for her father. Janet is secretary of the Forum for Older People and is also responsible for the Twickenham Breathe Easy Group (affiliated to the British Lung Foundation) working out of Teddington Hospital. Janet represents the Borough on the South West London Cardiac and Stroke Patient Group; she serves as a lay assessor for the Richmond and Twickenham PCT pharmacy visit group.

Richard McIvor

Treasurer and member of the Management Committee of London Cyrenian Housing for 8 years. LCH is a charity providing housing, support and care to single vulnerable people with a range of complex needs in 6 central and west London Boroughs north of the river Thames. Member of the committee of the South West London branch of the Alzheimers' Society and Friend of Barnes Hospital. Cared for parent for 12 years. Senior Civil Servant in the Ministry of Agriculture, Fisheries and Food for 33 years. Experience included food safety, animal health, finance and administration. Consultant working mainly for the European Commission on the entry of the central European states to the EU for 6 years.

Mary McNulty

Mary was a social policy lecturer at Brunel University prior to retirement. She trained care workers, community nurses and local government officers. She is currently secretary of the Friends of Barnes Hospital, chair of the user and carer partnership and a carer representative sitting on a number of local committees. She is a member of the Healthcare for London Patient and Public Advisory Group.

Paul Pegden Smith

Paul is vice chair and a trustee of Relate Richmond Kingston and Hounslow and a trustee of Richmond Council for Voluntary Service. He is secretary of Thames Valley Climbing Club. As a senior business executive Paul has been managing director and chair of dairy companies, a member of plc audit and capital appropriations committees, a member of EU Commission staff and is an international consultant in food and dairy. He has been a carer for his mother.

Morris Shaer

As an executive member of the Richmond upon Thames Forum for Older People, Maurice became a member of the Richmond and Twickenham Community Health Council representing the voice of the elderly. He continued this role as a member of the Richmond and Twickenham Patient

and Public Involvement Forum. Maurice's working career was in electrical engineering progressing to becoming a lecturer of electrical engineering at Kingston College of Further Education. Moving towards retirement Morris became an inspector of electrical installations in private and commercial buildings (including hospitals) with an emphasis on health and safety. Morris retired in 1990 and since 1998 has volunteered for various charities. He has had personal experience of the NHS both as a patient and as a father of a disabled son.

Kathy Sheldon

For twelve years Kathy has been a trustee and is currently chair of Friends of Barnes Hospital and Chair of Attend London region (formerly known as National Association of Hospital & Community Friends). She is a trustee of Age Concern Richmond and networks with other voluntary organisations through Richmond Council for Voluntary Service. She is active in local Church (C of E) community, social, governance and fundraising activities. Previously a member of the local Community Health Council and later a member of the Richmond and Twickenham patient and public involvement forum, including being first chair. Kathy has worked in the NHS as a patient affairs officer. Kathy is a carer for an older relative.

Tim Spring

Tim is a solicitor who has practiced in healthcare law for over 20 years and specialised in clinical negligence. He is currently head of clinical negligence for a law firm acting for claimants. For eight years he was the course director of the first university accredited diploma in clinical risk management for NHS managers. His interest in patient and public involvement extends particularly to ensuring that lessons are learned for the benefit of other patients, thereby working to improve patient safety and improved practice.

Authorised representatives

We are required to publish the names of all those who are authorised to undertake "Enter and View" visits.

Richmond LINK is in the process of agreeing an Enter and View policy, developing training and recruiting authorised representatives to undertake enter and view activities.

It has not as yet authorised any representatives for this purpose.

Section 3

Finance

Income

The total amount of funding received by the Host organisation for supporting LINK activity between April 2008 and March 2009 was **£58,892.00**

Expense

The total spend between April 1st 2008 and March 31st 2009 was **£58,803.89**

Volunteer Expenses	£135.64
Refreshments for Public Meetings	£499.98
Room Hire	£936.00
Printing	£1,320.04
Stationery	£305.39
Postage	£112.38
It costs	£965.25
Travel	£83.60
Publicity/Communications/Publications	£1,013.40
Professional Fees	£0.00
Set up	£8,703.70
Overhead	£44,699
Total	£58,803.89

Unspent funds have been rolled over to the next year.

Overhead: All costs taken by RCVS for providing the Host service including rent, telephones, salaries and costs of providing core services.

Set Up: The money spent by RCVS to support the recruitment of regular staff and LINK work prior to Host staff being in place.

Section 4

Work activities

The key activities of a LINK are set out in section 221 of the Local Government and Public Involvement in Health Act 2007. The following headings along with those in Section 5 are the areas where we have been asked to provide evidence of our work:

Promoting involvement in the community

The public Launch of Richmond LINK on October 30th 2008 was widely publicised including adverts and articles in local newspapers and the Local Authority's glossy magazine and mail-outs to almost 200 prominent organisations across the borough. Over 120 people and organisational representatives attended the event and over 55 people joined the LINK as members. The public launch coincided with the launch of the Richmond upon Thames LINK website.

In total 15 items have appeared about Richmond upon Thames LINK over the past year in a wide variety of local media including newspapers and magazines, Community TV, websites, and the newsletters and in-house publications of the Primary Care Trust and Local Authority and community organisations.

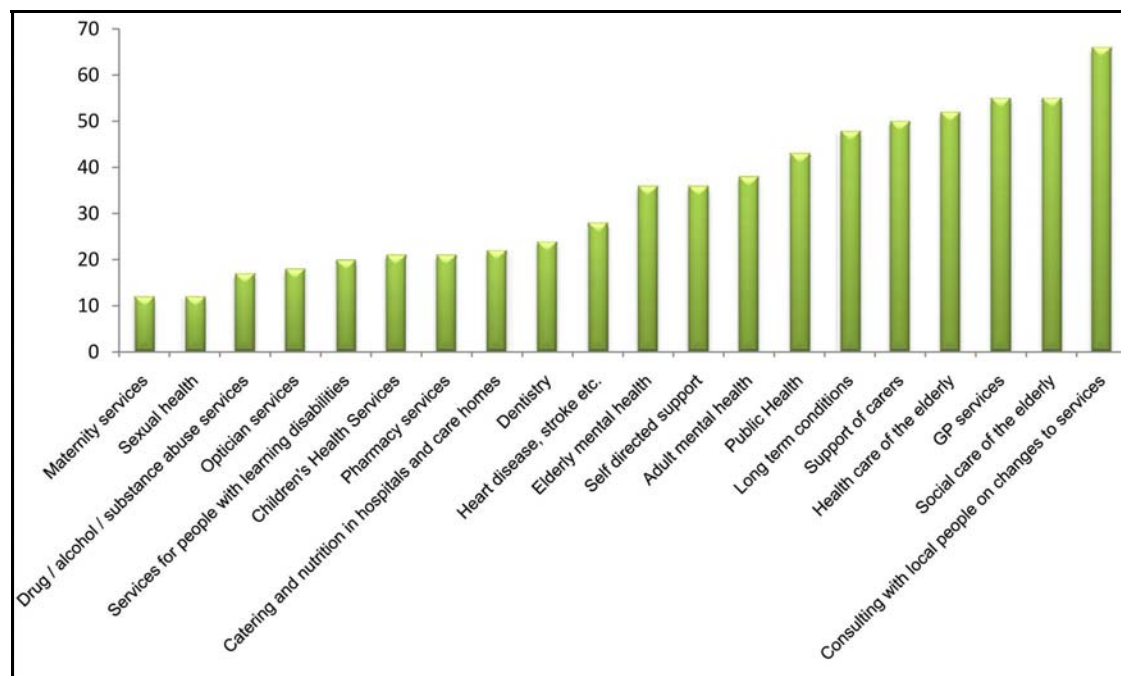
Richmond upon Thames LINK has produced bulletins advertising local and regional health and social care events and promoting opportunities for engagement such as contributing to the Healthcare for London Stroke and Major Trauma Consultation, or an invitation to join the Healthcare for London Patient and Public Advisory Group (PPAG). The bulletins were well received and members responded positively; as a result of which we now have two members sitting on the PPAG.

Community groups were invited to contribute to LINK's commentary on the Annual Healthcheck, and we were able to feed the positive experience of a local organisation into our submission.

Actively finding out people's experiences of local services

To gain the input of the community, Richmond LINK gathers the views of every new Individual and Organisational Member.

The following graph shows areas of interest against numbers of members expressing an interest.



Through outreach to 9 community groups (including 2 visits to carers groups, 2 visits to areas of deprivation, 1 visit to an ethnic minority elders group and 2 visits to older peoples or long-term conditions groups), LINK has spoken to over 200 people and identified 17 separate health and social care issues.

Aside from outreach to the community, seven meetings were held or attended specifically to promote LINK to local health and social care organisations. LINK Committee Members have also been very involved in promoting the LINK through their other activities.

Assessing whether improvements are necessary

The LINK has agreed a framework for selecting services on which to undertake work. An Engagement Group has been established to sift and summarise feedback received from the Community. This Group will recommend to the LINK Steering Committee which services it might want to consider assessing. Richmond LINK will use this structure to identify priorities in the new financial year.

A member of the LINK Steering Committee sits on the PCT Quality Monitoring Group and feeds issues or trends back to the LINK.

Making views and findings known

Richmond LINK used its engagement activity to inform its commentary to Richmond PCT's Annual Health Check.

The LINK publishes its governance on www.richmondlink.org.uk, paper versions and translations are available on request. Richmond LINK also holds a library of its publications and press releases.

Future findings will be published online in this way and also, where appropriate through the local media and Richmond LINK communications.

How has the LINK made the views of people known to commissioners, providers, managers and scrutinisers of health and social care services?

A number of Richmond LINK's Steering Committee Members sit, or have been invited to sit, on a range of Primary Care Trust (PCT), Local Authority (LA) or joint PCT/LA Boards or commissioning groups across a range of health care or social care provision. The following is a list of boards/meetings LINK Steering Committee Members sit on.

Primary Care Trust:

PCT Board	Bonnie Green
Community Health Services Governance Brd	Margaret Dangoor
Integrated Governance Committee	Tim Spring
Community Involvement Group	Margaret Dangoor
Quarterly Scrutiny Group	Catherine Mann Kathy Sheldon
Readers Group	Peter Hughes
Estates Strategy Committee	Morris Shear
Mental Health Service Redesign Group	Margaret Dangoor
Users and Carers Group	Mary McNulty

Local Authority

Health, Housing and Social Care Scrutiny Committee	Margaret Dangoor Catherine Mann
Safeguarding Sub-Group	Philip Darling

Section 5

Impact

This part of the report demonstrates how effective Richmond LINK has been in:

- reaching out and gathering views of a diverse section of the community
- assessing priorities
- translating the results of their activities into reports and recommendations that influence health and social care.

What impact have the activities of the LINK had on the commissioning, provision, management or scrutiny of local services?

Richmond LINK has spent considerable time developing and agreeing its governance principles. No activity has yet had the opportunity to run its course and show an impact. However we are in a strong position to do this in the coming year.

Members of Richmond LINK Steering Committee have a valuable influence through participation in meetings run by the Local Authority and PCT (page 12).

How many requests for information were made by the LINK and what was the response?

Requests were made to the three local Acute Trusts (West Middlesex University Hospital Trust, South West London and St Georges Mental Health Trust, Kingston Hospital Trust) requesting that LINK be provided with a copy of their submissions for the Annual Healthcheck. The required information from South West London and St Georges MHT and Kingston Hospital was received within 20 days. West Middlesex responded within 20 days to explain that the information we had requested was work in progress and would be passed to us when it had been completed. The information requested from West Middlesex was received 27 days after the request.

We have drawn up, in partnership with provider and commissioner organisations, a protocol for working together that should improve the way we request and receive information once this has been signed by all.

How many referrals were made by your LINK to an Overview and Scrutiny Committee and what was the response?

The Overview and Scrutiny Committee relating to health and social care has been involved in agreeing a protocol for working together with Richmond LINK.

The Chair of Richmond LINK is a member of London Borough of Richmond upon Thames Health, Housing and Social Care O&SC and provides regular informal and formal reports on the work of LINK to date. A full report was given on March 17th and appears as Appendix 1.

How many reports and/or recommendations were made by your LINK to commissioners of health and adult social care services and what was the response?

Richmond upon Thames LINK has not yet completed a programme of work that would form the basis of a formal report or recommendation to local commissioners.

How many visits have been made by your LINK during the reporting year?

A policy based on the regulations for carrying out Enter and View activity has been agreed. Along with this a panel has been chosen to consider the suitability of applicants and their CRB checks for Enter and View roles. The NCI Code of Conduct for visits has been adopted by the LINK alongside its existing Code of Conduct for Committee Members. Work is underway to develop a training programme (including reporting safeguarding matters) and a checklist reducing the risk of visits being refused and strengthening reporting. Recruitment of authorised representatives will begin shortly.

Appendix 1

Richmond upon Thames Local Involvement Network (Link)

Health, Housing and Social Care Overview and Scrutiny Committee
Tuesday 17th March 2009

Report by: Margaret Dangoor, Chair: Richmond upon Thames Local Involvement Network

1. The Steering Committee:

Prior to the launch of the LINK on 30th October 2008 and the establishment of a Host team to support the development of the LINK, the London Borough of Richmond upon Thames through an officer of authority had responsibility for publicising the forthcoming establishment of Local Involvement Networks, which were to be set up within every borough which held responsibility for social care services. The officer Tony Earle, then Performance and Quality Assurance and Corporate Complaints Manager for Adult and Community Services organised a number of events/meetings to attract interest from the community and begin the developmental work prior to the launch of the Link. All the individuals who responded to these and maintained their active commitment to the LINK were invited to form the first LINK Steering Committee with the responsibility of establishing the LINK on a firm footing during its first year until the date of the first Annual General Meeting.

The number of individuals on the steering committee is currently 17 and represents a wide area of interest. The officers are:

Margaret Dangoor	Chairman
Bonnie Green	Vice-Chair
Richard McIvor	Hon Treasurer

2. The Host:

The support organisation (the Host) for the LINK has been set in place by Richmond Council for Voluntary Service, through a contract with LBRUT. During the five months since the launch of the Link the Host team has been working with the LINK steering committee to put in place the basic structure of the LINK through the development plan covering issues such as governance policies and procedures, a communications strategy, development of a website: www.richmondlink.org.uk and the infrastructure to support the Link's overall objectives. Members of the steering committee have attended the Charities Evaluation Services, National Outcomes programme training course. More recently, members of the statutory services, LINK representatives and the Host met together at a workshop facilitated by the Centre for Public Scrutiny to begin to develop protocols for communication and working relationships between the statutory organisations and the LINK.

3. Membership:

The Host has been developing the membership base and there are over 300 organisational and individual contacts who will receive all information being circulated by the LINK. 36 groups have signed up to membership and 72 individual members. Over the next six months the Host will be concentrating on growing and developing the membership and stakeholder base, particularly concentrating on the 'hard-to-reach' groups. LINK steering group members will be supporting the Host by active involvement and through the strengthening of

communications with the local community and voluntary sector. Planning is in its early stages for a public meeting to be held during May/June.

4. The Activity Programme:

The Activity programme is essentially the practical work which the LINK carries out with its members to monitor and engage with health and care services.

The Activity programme is informed by the gathering of information on member's interests at the time of the member signing up to membership; also from the classification of enquiries that are received day to day by the Host and the local health and social care issues that arise. *(Appended Bar chart)*

The programme is informed overall by evidence based documents such as the Department of Health 'Health Profile' of the borough; the Richmond upon Thames Joint Strategic Needs Assessment; the strategic plans and consultations, published priorities of LBRUT and the Richmond and Twickenham PCT also the Healthcare for London agenda.

Subject areas currently being addressed within the LINK Activity programme are listed below:

No	Subject Area
4.1	<p>Healthcare for London Implementation Programme:</p> <ul style="list-style-type: none"> ▪ The proposals for acute stroke services in London ▪ Proposals for major trauma services ▪ Implementation of polyclinic service model ▪ Better access to general practitioners <p><i>(Two LINK members are members of the Patient and Public Advisory Group currently addressing the proposed changes to the delivery of acute stroke and trauma services in London now being consulted upon, closing date 8th May. A LINK member is on the NHS London 'Improving the Patient Experience Committee'. A LINK member is also a member of the South West London Cardiac and Stroke Patient Group)</i></p>
4.2	<p>The implementation of changes to the delivery of local mental health services:</p> <ul style="list-style-type: none"> ▪ Elderly mental health services including the National Dementia Strategy ▪ South West London (SWL) Acute Adult Mental Health Strategies Planning Project <p><i>(Individual members are actively involved with local voluntary organisations which deliver support and advice to people with mental health problems, their family and carers. Members also represent patients, users and carers on a number of health and social care committees and task groups working to plan, design and implement changes within health and social care services or to monitor and scrutinise these services)</i></p>
4.3	<p>London Borough of Richmond upon Thames strategic plans and work programmes:</p> <ul style="list-style-type: none"> ▪ Self-directed support implementation ▪ Community meals service (meals on wheels) ▪ Community care including respite care and support for carers <p><i>(Monitoring role jointly with relevant voluntary and community sector organisations. To produce a report on the implementation of SDS and outcomes over a period of approximately 12 months)</i></p>

	<ul style="list-style-type: none"> ▪ Safeguarding vulnerable adults programme <i>(LINK is represented on the LBRUT Interagency Safeguarding Policy and Procedures working group)</i>
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4.4	<p>Richmond & Twickenham PCT strategic plans and work programme</p> <ul style="list-style-type: none"> ▪ Provision of continuing care beds for the Borough's residents ▪ Whitton LIFT initiative ▪ Sexual health services ▪ Participation in Teddington Memorial Hospital's Patient Environment Action Team Inspection, 23 January 09 ▪ Reconfiguration programme for mental health services adults and older people <p><i>(LINK members are co-opted to membership of the PCT board, the Integrated Governance Committee, the Community Involvement Group and the Mental Health Redesign Grp; the Carer's Grp for the St John's Hospital project; the Whitton Project Board; the quality monitoring group and the clinical effectiveness and audit group).</i></p>
4.5	<p>Healthcare Commission 'Standards for Better Health</p> <ul style="list-style-type: none"> ▪ Contribution to the 2008/09 Annual Health Check report of the Richmond and Twickenham PCT ▪ Request to Kingston Hosp. NHS Trust, the West Middlesex University Hospital, the SW London and St George's Mental Health Trust concerning the information they are providing to their local LINKs for the trusts' Annual Health Checks. <p><i>(LINK members will be drawing up a comment to be included in the Richmond and Twickenham PCT's Annual Health Check report for 2008-09)</i></p>
4.6	<p>Community health services:</p> <ul style="list-style-type: none"> ▪ Development of provider services and cross-boundary relationships <p><i>(LINK member is co-opted to the Community Health Services Governance Board)</i></p>
4.7	<p>Strengthening Commissioning in South West London (Joint Committee of SWL PCTs</p> <ul style="list-style-type: none"> ▪ LINK member requested that there should be LINK representation on this committee which has since been agreed; the LINK member will be selected from a neighbouring LINK and our LINK will have a liaison and monitoring function. <p><i>(A LINK member is co-opted to the Richmond and Twickenham PCT Board)</i></p>
4.8	<p>Monitoring of local Acute NHS Trusts which provide services to Borough's residents; to work with neighbouring LINKs on a joint project</p> <ul style="list-style-type: none"> ▪ The LINK is currently considering a proposal to carry out qualitative research into standards of nursing care at Kingston Hospital NHS Trust and the West Middlesex University Hospitals NHS Trust <p><i>(This proposal is at an early stage and will involve developing the investigative study with the co-operation and involvement of the Trusts concerned)</i></p>

The above **Activity programme** is not exhaustive and various issues of interest are reported at the monthly meetings of the Steering Group. A decision making procedure and framework has been developed to assist in the selection of activities added to the LINK activity programme.

Particular areas of interest where members hold a 'watching brief' for borough residents are:

Maternity service provision
General practitioner 'Out of hours' services
NHS dental services
Rates of hospital acquired infection
Pharmacy Services
The introduction of the Care Quality Commission from April 2009
Privacy and Dignity

Margaret Dangoor
Chair
Richmond upon Thames
Local Involvement Network
LINK

Health, Housing and Social Care Overview and Scrutiny Committee
Tuesday 17th March 2009