

# Annual Members Meeting

## 25 October 2016



# Welcome

Stuart Heys  
Chairman

Our governors are elected or nominated to represent your views in how we shape and deliver services, and have as ever worked tirelessly this year to discharge their duties.

A brief summary of the work they've been doing has been provided in delegate packs, more detail is published in Trust Matters, our membership magazine and on our website.

Governors are available after the event and are always keen to speak with our membership, and they attend all the events we organise during the year to hear members' views so they can represent you as they undertake their duties.

On behalf of the board I'd like to sincerely thank our governors for all they do to hold us to account, and ensure your views are represented in our decision-making.

The delegate packs include Annual Review, which is a summary of our Annual Report.

Both of those documents are available on our website and in a variety of accessible formats.

# Agenda

- Chairman's welcome
- Review of 2015-16 : Karen Partington, Chief Executive
- Your questions
- **Chronic Obstructive Pulmonary Disease : Dr Marsden & Dr Munavvar**
- **Meet the respiratory team**
- Closing remarks

Karen Partington, our Chief Executive will provide an overview of our performance of last year, and will share our plans for the future.

This is followed by the Q&A, cards have been provided in delegate packs for members to submit questions, and we've also received some in advance. We'll answer as many as time allows, but all will be published with answers on our website. We can also provide personal replies if you leave your contact details.

After the Q&A, our respiratory consultants – Doctor Marsden and Doctor Munavvar, will deliver a presentation about Chronic Obstructive Pulmonary Disease – also known as COPD.

Finally you will have an opportunity to meet our respiratory team who have organised a variety of display stands to provide more information about conditions and treatment.

## Good progress in a challenging year

- Increasing demand for hospital services
- Achieved the majority of national standards
- Positive conclusion of NHS Improvement's financial review
- Continued development of specialist services
- Chorley emergency department

Overall, we've made good progress this year in what has been a very challenging time for the NHS.

Demand for hospital services has continued to increase, and we're treating more patients than ever before. We achieved the majority of national standards, as well as our three key quality metrics last year - demonstrating a continued improvement in the standards of care we provide.

Following an investigation into our financial governance, NHS Improvement (previously called Monitor), the hospital regulator, has now expressed confidence that we are taking the right approach to tackling our deficit. We have made great strides in improving our financial position and will continue do all we can to rebalance the books whilst maintaining the quality of care we are able to provide.

And we have continued our journey to develop specialist services, in particular putting the final pieces in place to establish the regional vascular centre.

Whilst the Annual Members Meeting relates to the events of 2015-16, clearly the recent developments concerning Chorley emergency department is an important issue and a matter of concern to local people.

We had to take the extremely difficult decision in April to temporarily replace our emergency department at Chorley with an urgent care centre. This is not a

decision we took lightly, and we did everything we possibly could to prevent the situation arising.

But our first and foremost priority is, and must always be, to provide safe care.

We had no other option but to replace the emergency department with an urgent care centre, because we simply did not have enough staff to provide a safe service.

It would have been negligent, and would have compromised patient safety, to attempt to maintain the service without sufficient staff. And that was not something the board, or our emergency department clinical team, was prepared to do.

You'll have seen in the media that there is a national shortage of doctors and of emergency medicine doctors in particular, in fact only last month the government announced extra funding to train more doctors for the future to try to address this problem.

So it's been really challenging to find suitable doctors.

Please be assured these efforts are continuing every single day to find the staff we need.

Before and since April we have made sustained and comprehensive efforts to recruit extra staff.

In August, we asked NHS Improvement and NHS England to commission an independent review to help identify possible solutions to reinstate the department.

The review has now reported that it is not currently realistic to reinstate the department 24 hours a day, but that with the opening of the new 24 hour urgent care centre next year we will be in a better position to reinstate the emergency department for 12 hours.

And that is what we are aiming to do.

This is still a challenge and will require our consultants and doctors to work overtime whilst we try to recruit all the permanent workers we need.

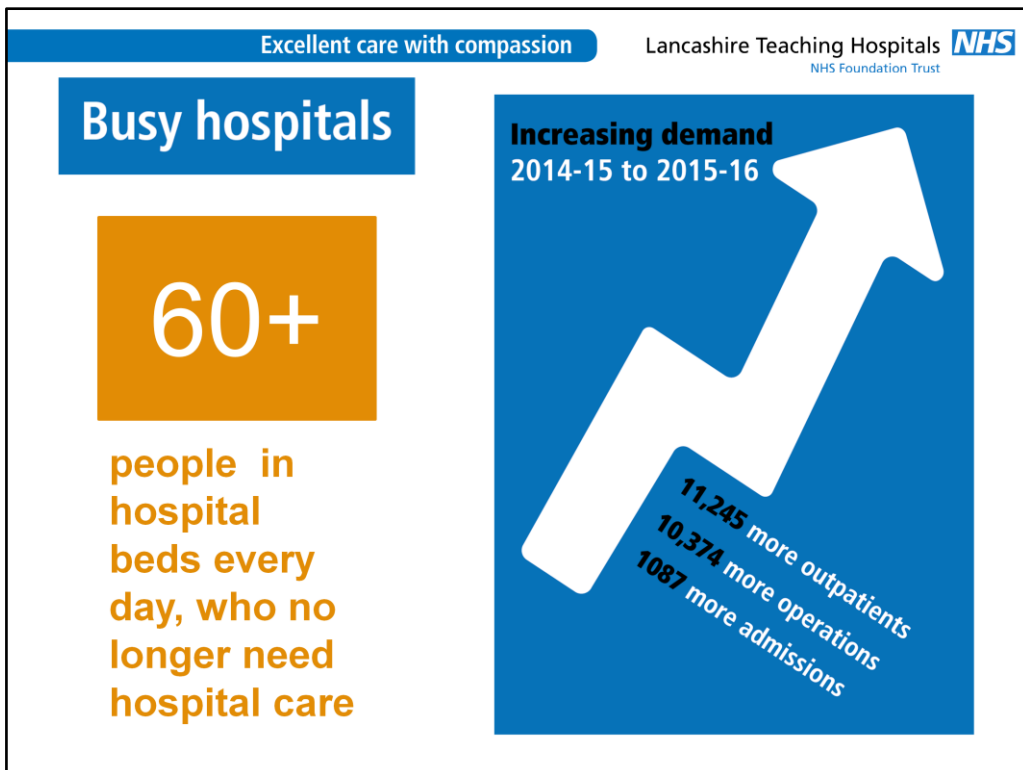
We fully recognise this has been a concerning time for local patients and the wider public. Local people have united to demonstrate just how important the service, the hospital, and the NHS is to them.

We are sincerely sorry for the concern this has caused. We hope local people appreciate we are committed to providing care that as safe and of the standard you deserve, and that the decisions we have made have had patient safety at the heart of them.

The board will be available after the respiratory presentations if you wish to discuss this particular issue.

# A review of 2015-16

Karen Partington  
Chief Executive



Our hospitals have been exceptionally busy this year.

We have seen more outpatients, undertook more operations, and admitted more patients than in 2014-15.

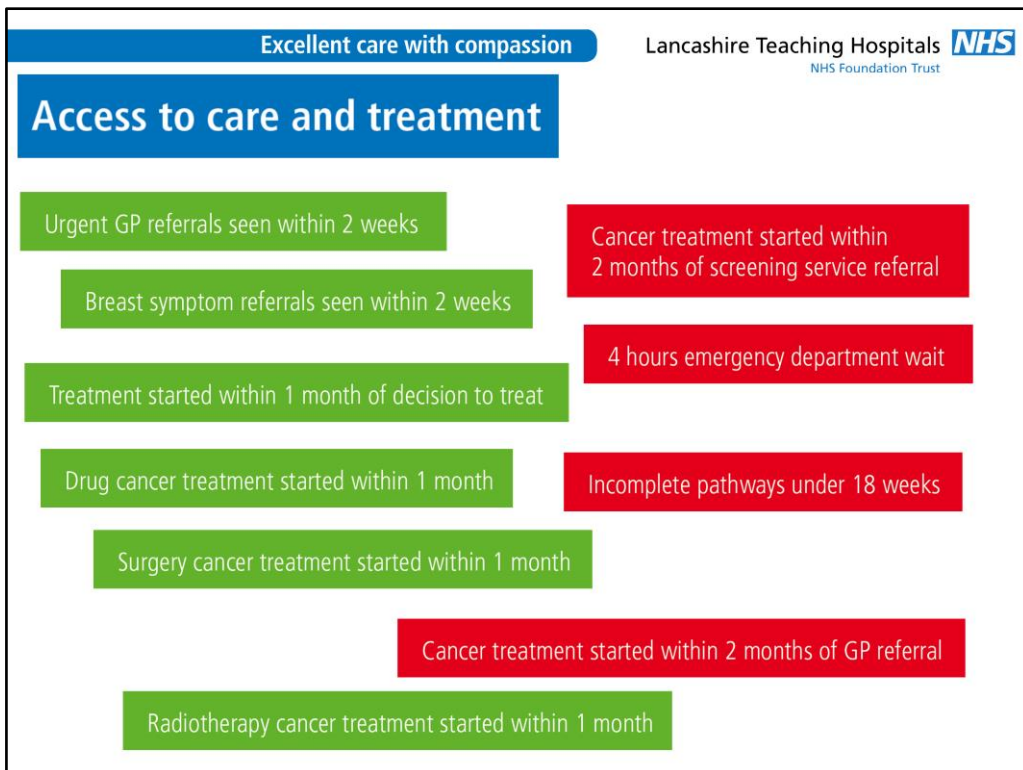
More and more people are being admitted to hospital for emergency and urgent care.

More elderly people than ever before are being admitted for urgent care and treatment, and elderly people tend to stay in hospital for longer than younger adults.

The major cuts in funding to local councils, as well as a significant reduction in the number of local nursing and residential home beds, means we have serious challenges discharging people who no longer need specialist hospital care, but who do need some kind of support.



On any given day at least 60 people are in hospital beds who don't need the services we offer, but whom we can't discharge because things aren't in place to look after them safely elsewhere.



So demand is increasing, our hospitals are often full to capacity, and this inevitably affects our ability to provide planned procedures and operations on time for some patients.

We strive to provide timely and appropriate care, and this is measured by national standards set by our regulators.

Overall last year we achieved the majority of the key performance standards, as well as and infection prevention and control measures.

However we did not achieve 4 of the key standards, including 2 cancer standards.

In the coming year we'll be really focusing our efforts on improving the flow of patients through the hospitals, so that

nobody spends a minute longer in a ward than they need to, and make sure people can be safely discharged as soon as they are well enough.

This will provide more time and space to make sure patients get their tests and treatment on time, and we expect performance to improve in the year ahead.

We are also working with health and care organisations in central Lancashire and more widely in the region to improve how services work together – because hospitals are just one part of a patient’s journey, and we need to make sure everything is seamless so that people get the right care, on time, in the appropriate setting.

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Delivering the highest standards of care

Sign up to  
SAFETY

50 safety champions



58 cases of C.difficile against an objective of 66

Even though we're busier than ever, our staff are absolutely committed to making sure every patient has a good experience, and receives the standard of care each of us would want for our loved ones.

We exceeded our target of 98.15% harm free care this year, reduced inpatient mortality, and improved patient experience.

The work we've done to reduce incidence of hospital attributable infection such as c diff is making a positive difference.

And all of this demonstrates that the quality of care we're providing is continuously improving.

And we're always trying to do better.

We joined the national Sign Up To Safety programme to further improve standards, and have already trained 50 staff as Safety Champions.

## Dementia-friendly hospitals



As we live longer and the population ages, more of us will develop conditions such as dementia.

People with dementia can be easily confused and find comfort in familiar surroundings, so coming to hospital for treatment for other conditions can be a stressful and frightening experience.

Our ward refurbishment programme has continued to create a dementia-friendly environment.

Elderly patients who are admitted with other conditions are screened as routine for dementia.

Special wrist bands are given to patients with dementia who come to the Emergency Department so that everyone involved in their treatment knows that additional support is

required.

Staff who look after patients with dementia have been appropriately trained, and do what they can to put people at ease: including offering reminiscing activities and arranging tea parties.

We signed up to John's Campaign, which means we support relatives of patients who have dementia to stay overnight with them in hospital, as having a familiar person around alleviates anxiety and improves the experience for both patient and their loved ones.

## Listening



8365

number of compliments received



Last year we received one complaint per 1404 patient episodes, which is a marked reduction on the previous year.

PALS dealt with 1820 concerns last year of which just 33 resulted in formal complaints

It's really important that we seek the views of patients and families, and respond positively, so that we're continuously improving and making sure we meet everyone's needs.

We gather feedback in a range of ways, through our governors and members, from the discussions PALS have with families and patients, we review every compliment and complaint, we look at all the comments posted on our website and social media, as well as more formal mechanisms such as the patient feedback questionnaires in wards and clinics, and the Friends and Family Test.

Last year the number of complaints reduced, and number of compliments increased.




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## and learning

- New skin cancer pathway
- Mental Capacity Act staff training
- Better process to transfer orthopaedic patients from Preston to Chorley
- New co-ordination team to make sure trauma patients get their operation asap
- Theatre escort nurse role for day case surgery patients
- New consultant team to see patients being looked after on wards that don't specialise in their conditions



**NHS**  
Fab **Change Day**  
fill in a balloon with your thoughts and ideas

And we look really closely at what you tell us to see what we can do to improve things for you and for patients and families in the future.

In the past year we've made lots of changes in response to learning from complaints, compliments and comments, from changing pathways and processes, to creating whole new teams of staff to provide a better experience for our patients and ultimately improve the standard of care we provide.

We also participate in local, regional and national rapid improvement and change initiatives so that we're constantly striving to make things better.

You can see some examples on the slide.



People with less common or complex conditions are best treated by experienced specialists in a dedicated environment which has the latest technology and equipment.

We provide such specialist services for people throughout Lancashire and South Cumbria who have a range of different complex and less common conditions.

As well as the Lancashire & South Cumbria Cancer Centre, at Royal Preston Hospital, which provides the very best surgical, radiotherapy and drug treatment for cancer patients across the region,

this year we completed the journey to establish the regional vascular centre.

Patients from across the region with serious vascular

conditions will now be treated by our team of experts, in the new state of the art operating theatre, and be cared for by a specialist team on the dedicated vascular ward.

We have also established the major trauma ward at Preston this year, so that people with life and limb threatening injury can be looked after by a specialist team ensuring the best possible start on the road to recovery.

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## Growing the future workforce




200  
work experience placements provided

300 students came to hear about the work of more than 20 different hospital departments who gave careers advice

The number of apprentices has increased from six to 99 in just over two years

One of the greatest challenges the NHS faces is to ensure the right staff, who have the right skills and knowledge, are available to provide care in a continuously changing environment, where demand is constantly increasing.

There is a national, and for some roles international, shortage of staff in a number of specialties, which makes staffing our hospitals now and for the future a major challenge.

So we have developed an ambitious recruitment strategy: it aims to grow our own workforce, starting from talking to school pupils about why they should work in healthcare, through to developing and delivering award-winning teaching programmes for doctors, nurses and allied health professionals.

By working in partnership with Bolton University we have created our own nurse degree programme which is the first of its kind in the country, and made links with universities abroad to bring overseas staff to Lancashire.

This year we developed a seven week preparation for nursing programme for students in their second year of health and social care studies at Preston, Runshaw and Cardinal Newman colleges.

The programme provides information about nursing career choices and buddying shifts with healthcare assistants.

Similarly our medical widening access programme provided support for sixth form students to pursue careers as doctors.

23 students completed the programme and 15 have since been offered placements at Manchester Medical School.

Last year we extended our workplace familiarisation programme, which offers work experience and learning placements to school and college students who have learning disabilities, to include Preston College and Sir Tom Finney Community High School. Many students who completed the programme have gone on to find jobs.

WE have developed a partnership with Integrate, a charity that supports people with learning disabilities or other adults who may feel excluded, to create dedicated outside space for our patients who have experienced a traumatic head injury. This provided work experience and an opportunity for social interaction in a safe space, and improved the quality of the environment for our patients.

We also provided more than 200 work experience placements to students from schools across Lancashire.

And much of this is enabled by our health academy, which is a learning centre of excellence and provides award winning training and education programmes for our staff, nursing, medical and allied health professional students, as well as local organisations.

## A part of our community



Our Council of Governors represents the views of our local communities through a range of formal and informal channels, and ably hold our board to account.

We held eight workshops last year to enable governors to receive information about our performance, and influence our plans.

Our governors participate in a range of working groups to improve the hospital environment, the quality of care we provide, and how we engage the membership.

Governors also organise sessions to hear the views of the membership so they can represent the views of the local population, including :

Hosting a stand at the Preston Health Mela along with our

staff.

Listening events.

A forum for members to learn more about estates and facilities, including: bed making, medical engineering, health eating, and patient led assessments of the care environment.

Research events.

A focus on orthopaedics event.

And governors regularly participate in meetings in the hospital to influence how things work, as well as attend lots of events in the community to hear what people think.



## Lancashire Clinical Research Facility



232

live research studies recruiting patients

2855

patients participating in clinical research a year



North West Coast Research and Innovation Awards 2015 - Katrina Rigby, Senior Research Midwife, won 'Clinical research individual of the year' award.

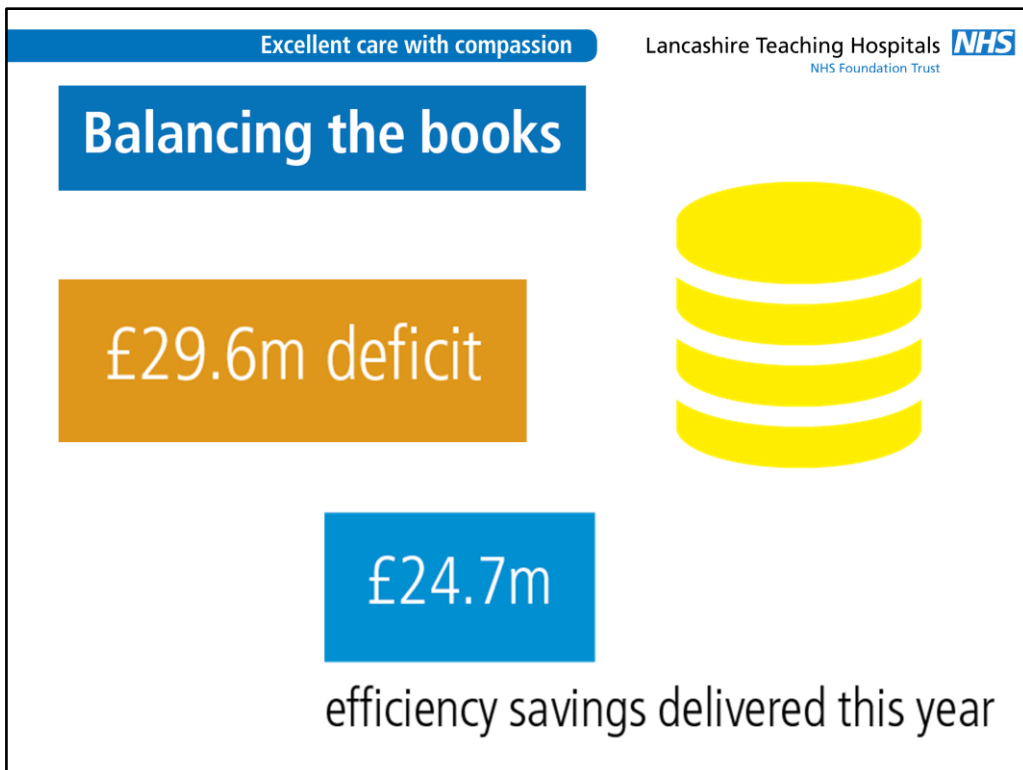
Undertaking research is fundamental to advancing healthcare, curing disease and prolonging life. Leading research here at Lancashire Teaching Hospitals both enables our patients to access new drugs and treatment, and helps us attract the very best staff to work here. So investing in research is a key priority for us, and I'm pleased to say the number of patients we recruit to clinical studies, and the research projects we undertake is increasing every year.

In partnership with Lancaster University and Lancashire Care Foundation Trust, this year we have invested in creating a new state of the art research facility at Royal Preston Hospital.

This provides a purpose built environment for ground-breaking research studies and clinical trials.

We have also developed an academic faculty this year to

provide support to colleagues undertaking research and help us translate findings into improved practice.



We worked with NHS Improvement (previously called Monitor), the hospital regulator, throughout the year to reduce our forecast budget deficit.

Through the effort and determination of our staff we managed to deliver £24.7m in efficiency savings – a fantastic achievement considering our collective commitment, from board to ward, to only reducing costs that do not adversely affect patient care.

This significant saving has helped reduce our deficit to £29.6m this year,

considerably less than the £42m we had originally forecast.

We will continue to strive to eliminate the deficit in the

coming year – however this remains a challenge as costs continue to rise, and demand increases.

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# Looking to the future



**Our Health Our Care**

**Chorley**  
9 November 16  
Chorley Town Hall  
2-4 and 6-8pm

**Preston**  
10 November 16  
Gujarati Centre  
2-4 and 6-8pm

**South Ribble**  
14 November 16  
Leyland Civic Centre  
2-4 and 6-8pm

 <p>Case for change Quality standards Benefits Evaluation Criteria Comms &amp; engagement plan</p> <p><b>November 16</b></p>	 <p>Care models Emerging shortlist Evaluation criteria</p> <p><b>December 16</b></p>	 <p>Shortlist Communication plan Engagement tools Implication planning</p> <p><b>March 17</b></p>
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In the coming months and years we'll be working with health and care organisations, and our local communities, both in central Lancashire and more widely across the region to transform services.

The population is ageing. People are living for longer with chronic conditions. And more of us are living unhealthy lives and developing preventable diseases.

All of this means demand for health and social care is rising and projected to increase further in the years ahead, whilst at the same time costs are escalating and budgets are getting tighter.

So we need to act now, to change how social care and health services work, so that we're supporting people to make better choices and live healthier lives, enabling people to get the

care they need, when they need it, in the right setting; so that together we're providing effective and sustainable services.

The local clinical commissioning groups will be leading the Our Health Our Care programme in central Lancashire.

They will be talking to you in the coming months about your current experiences and listening to your views about your needs for the future.

Our Health Our Care is part of the wider Healthier Lancashire and South Cumbria transformation programme - so we now have a golden opportunity to think completely differently about our health and care services, and work with our local communities to design a better system that meets people's needs now and for the future.

We very much encourage you to get involved in these opportunities, learn about the challenges facing health and social care in Lancashire, and make sure your voice and your needs are heard and taken into account.

## Questions?

Question and answer session.

Questions and answers will be published on our website by the end of November.

Anyone who provides contact details will also receive a personal reply.