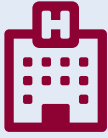




Annual Review 2019–20



Newly refurbished and expanded Critical Care department



Work underway to build a new ophthalmology unit & birth centre at Chorley



More services now offering virtual video clinics



Successful series on Channel 5 showcasing our maternity services



63,386 inpatients admitted



79,635 emergency department patients



53,379 day case patients



131,412 new outpatient appointments



67,246 outpatient procedures



£12.6m efficiency savings



Apprentice Employer of the year award



Named within the Inclusive Top 50 Employers List 2019?



We generate 50% of the electricity we use



Recruited 2,100 research participants



Opened 62 new research studies



More than 700+ volunteers



5,214 compliments received



Employ 8,479 permanent staff members



Home birth rate highest ever at 75%



10,873 foundation trust members



Arranged more than 700 work experience placements



Launched a new hospital charity

Welcome to Lancashire Teaching Hospitals

Well what a year 2020 has been so far! Clearly we are all living in very strange and uncertain times at the moment due to the Covid-19 pandemic.

The commitment and dedication of our staff has always been exceptional, but it is felt now more than ever. Many tell us that they are just doing their jobs but these are uncertain times for everyone, no matter how professional or experienced they are.

The kindness and support shown by our local community is going a long way in boosting morale and keeping us positive; seeing so many people join in the Clap for Carers on Thursday evenings was very much appreciated and put a smile on our faces. We also want to say a huge thank you for all the kind and generous donations we have received; we have recently set up a new Charity team and they have been inundated with things to help our staff over the last few months. To find out more about the Lancashire Teaching Hospitals' Charity you can access the charity website [here](#).

Providing the best care possible for our patients remains our top priority but we also recognise the importance of looking after the health and wellbeing of our staff too. Over the last few years we have introduced a range of staff health and wellbeing initiatives; from opening health and wellbeing centres, bringing in our own Psychologists and we have even tried laughter yoga! The health and wellbeing of our staff has always been a priority for us but now it is more important than ever. We are doing everything we can to support our teams who are working so incredibly hard and in such difficult circumstances. 'Wobble rooms' have been set up in some areas to provide a space for our staff to take a moment out, have a wobble and gather themselves if they need to, we have delivered care packages to them and set up a helpline for our staff who are affected by Covid-19.

We want to assure our communities that we are still here for you, if you require urgent treatment, you should still seek medical help. Please do not take risks and leave it too late, you should still come to hospital if you need to. Many appointments and procedures are continuing as normal so if you still require treatment and your appointment is still going ahead, please make sure you attend. We have taken precautions to keep you as safe as possible and we have divided our hospitals into zones so that Covid-19 and non-Covid-19 patients are treated separately. To maintain safety, we have temporarily reconfigured our services to ensure that we can manage the increasing patient numbers whilst dealing with the pandemic. As part of this reconfiguration we have moved all of our acute respiratory medicine from Chorley and South Ribble Hospital to Royal Preston Hospital; we temporarily

closed the Emergency Department and redefined the way we define critical care at Chorley so that the teams can work on one site and reduce the risk of cross contamination across sites. This closure of Chorley Emergency Department is a temporary measure and we are working towards re-opening the Emergency Department at Chorley as soon as possible. Meanwhile, our Chorley site continues to run a 24/7 Urgent Care and Minor Injury service so that patients who fall into this category are treated in a safe environment for them.

We want to thank you for staying at home to save lives and protect the NHS and we want to thank you for your patience and your support, we know how hard it is not being able to visit your loved ones who are in our hospitals. Our staff continue to do everything possible to keep loved ones in touch and provide updates for families during this difficult time.

Clearly during the Covid-19 outbreak all of our teams have been under extreme pressure but one area that has been put in the spotlight is our Critical Care department. Before the pandemic we had already started work on expanding our Critical Care unit at Preston, that work is continuing and we are really excited to open the new multi-million pound, state-of-the-art facility which will provide a much better environment for our patients, their families and our staff. Like our Mat Team, our Critical Care team are also going to star in a television documentary which will be broadcast next year so watch this space!

Aside from Covid-19 we have made some excellent progress in many areas over the past twelve months. Firstly, we welcomed our new Chairman, Professor Ebrahim Adia in December 2019. We are delighted to welcome Ebrahim to our organisation; he joins us at a challenging yet exciting time and brings with him a wealth of knowledge and experience from his leadership roles in higher education, the health economy and local government.

The Care Quality Commission (CQC) carried out a planned inspection of our hospitals last summer. Whilst our overall rating remains as 'Requires Improvement' we have now achieved a rating of 'Good' for being well-led and caring across both Royal Preston and Chorley and South Ribble Hospitals and seen an improved position for Chorley and South Ribble Hospital with an overall rating of 'Good'. Four of the six services that were inspected this year are rated as 'Good' which is also an improvement on the previous inspection. We recognise that we are still not where we want to be but these improvements show that we are moving in the right direction and we are working hard to make the improvements that we need to achieve

an overall rating of 'Good' when our next inspection takes place. The CQC noted a number of areas of good practice, including our commitment and action to drive the improvement culture within our organisation which we have continued to build on through a number of programmes including an ambitious organisation wide safety programme 'Always Safety First' and a shared governance and risk maturity plan to address the areas that require improvement within the report.

One area which we are particularly proud of is our Maternity services, which were rated in the top ten out of all the Picker Trusts in the country who took part in the maternity experience survey. We were one of only three Trusts where performance in the survey was significantly better than expected. These results are a reflection of the hard work of our Maternity teams to make the experience as positive as possible for women, babies and their families. The team has also recently launched our new Transitional Care service; a facility to enable babies who need close monitoring or additional support to be cared for alongside their mothers so that we can reduce babies being separated from mums. Our Maternity team has recently starred in a television series featured on Channel 5Star called Babies 24/7: The Maternity Ward, which follows the birth journeys of local families and showcases the incredible work of our teams. We are also delighted to be opening our brand new birth centre at Chorley and South Ribble Hospital soon. Nationally, 2020 is the global Year of the Nurse and Midwife. This year has been chosen as it is the 200th Anniversary of Florence Nightingale and we have joined in with the celebrations recognising our fantastic Nurses and Midwives.

We are also building a new Ophthalmology Centre at Chorley which will provide state-of-the-art extra capacity and dedicated space and is due to open in October 2021. Our commitment to drive innovation through world-class research continues to go from strength to strength with our Clinical Research team regularly winning and being shortlisted for prestigious awards. They are also working hard on a number of Covid-19 research studies to try to find out more about the virus. We are extremely proud to see that our staff continue to be recognised for their outstanding achievements as we continue to win awards across a range of areas. We were named as one of the CHKS top 40 Hospitals for 2019, a prestigious award given to acute sector organisations for their achievements in healthcare quality and improvement. Our Technology Services won a Health Tech Digital Award for their work in implementing a messaging service which allows electronic transfers of information between our hospitals and social care settings, which means patients can be discharged sooner and their information shared faster.

Every year demand for care increases and the past year was no different, even before the Covid-19 pandemic, which unfortunately means that, at times, we have not managed to achieve all the national performance standards. However, we continue to make some significant improvements and in April 2019 we launched Our Big Plan strategy for the next three years. We believe that to provide the best care we need to continually improve the way in which we provide services. If we are to be the best, we need to continually seek improvement and embrace change, empowering our teams to develop ideas and drive them forward. In order to do this, we have adopted a continuous improvement approach and Our Big Plan strategy supports this. Our delivery promise is outcome driven, clearly outlining the expected outcomes in years one, two and three of the strategy and enables us to develop business plans annually to support delivery of Our Big Plan.

The continued growth in demand along with rising costs and workforce shortages means we remain in financial deficit and due to the Covid-19 pandemic we have been unable to make as much efficiency savings as we hoped. We will not compromise the quality and safety of care we provide but instead are very much focusing on improving efficiency so that we deliver better value for money and reduce waste. We continue to work in partnership with Lancashire and South Cumbria NHS Foundation Trust, Lancashire County Council, Third Sector partners and our local Commissioners to change the way we work and provide care and treatment more effectively and closer to home as part of the Our Health Our Care (OHOC) programme.

We also continue to develop our own workforce of the future, by supporting a wide range of apprenticeships across many departments, and the Health Academy continues to lead the way in training and developing our current staff but also the clinical staff of the future. Clearly the unprecedented challenges of the Covid-19 outbreak will continue for some time yet and that, combined with the challenges we were already facing as a health service, means it is a tough road ahead. However, the NHS is at the heart of the country now more than ever before, the support from our communities has blown us away and our staff continue to be extraordinary. Together we will get to where we want to be and we remain committed to providing excellent care with compassion.



Karen Partington
Chief Executive



Professor Ebrahim
Adia Chairman

Working towards outstanding care

During 2019-20 we continued to experience significant operational pressures resulting in non-compliance in relation to some key standards. This was primarily due to whole health economy system pressures and continued high bed occupancy throughout the year and then an overhaul of how we could care for patients due to Covid-19 and the need to create separate covid and non-covid areas. A health economy wide action plan is in place to address the urgent care system and pressures; with identified primary and social care initiatives/schemes delivering a level of sustainability across the health economy.

Overall during 2019-20 we achieved compliance against a range of measures identified in the NHS Improvement compliance framework and the acute services contract such as two of the nine cancer waiting times standards, and one of the infection prevention standards. However, we failed to achieve our objectives in relation to Accident and Emergency waiting times throughout the year, the 18-week incomplete access target and the 62-day cancer treatment standard. This was largely due to significant pressures within emergency services throughout the year which adversely impacted on access standards compliance and delivery of our elective care programme, particularly when the Covid-19 pandemic hit and we had to postpone some of our non-urgent planned procedures.

We continue to work with our local partners in the health and care system to implement a range of initiatives and schemes to tackle this. Much focus during 2019-20 has been centred upon the undertaking of a governance review, which was wholly supported by the ICP (Integrated Care Partnership) Board. The purpose of undertaking this approach was to encompass the wider operational element of the ICP within its governance structure and to accelerate collaborative working and maintain the more strategic and transformational aspects of the ICP. It was recognised that there was a need to encompass whole systems focusing upon end to end pathways, from keeping our population well and preventing any health or social care issues in the first place to looking at step down facilities to get people out of hospital and cared for within the community. This 'whole system' approach will provide an improved level of accountability and oversight within the ICP and the more effective delivery of cross-cutting local, regional and national priorities.

The work of the Our Health Our Care programme sits within the strategic platform focusing on acute sustainability. This programme is focused on

developing new models of care that are clinically and financially sustainable for the future within a more integrated health and care system. The modelling work has now been undertaken and work is progressing towards the completion of a Pre-Consultation Business Case and Consultation Plan for consideration by NHSE and the OHOC Joint Committee, which will include a proposed shortlist of options.

In April 2019 we launched our revised strategy, 'Our Big Plan', which clearly highlights our strategic objectives and our organisational ambitions and identifies clear delivery outcomes for the next three years. The detailed metrics within the plan are refreshed each year to ensure they remain current in the context of both national and local changes.

In 2019-20 we have continued to expand the scope of the Continuous Improvement and transformational work streams with patient flow a significant focus. Work has been undertaken in redesigning pathways around Urgent and Emergency Care settings, including Ambulatory Care at both hospital sites and the Emergency Observation Unit at Royal Preston Hospital.

Our C-Difficile target now includes hospital acquired cases and community onset associated cases. We have exceeded our yearly objective, we are reviewing the situation and action plans are in place for areas of increases incidence

63,386 inpatients admitted last year

53,379 day case patients

67,246 outpatient procedures

In August 2019, the Care Quality Commission (CQC) conducted an inspection of our hospitals with our overall rating of 'Requires Improvement' remaining the same as the previous year.

However, inspectors recognised our improvement with two of the five overall key areas now rated as 'Good' compared to just one the previous year. Equally, Chorley and South Ribble Hospital has been rated as 'Good' overall, compared to 'Requires Improvement' last year. Striving to continually improve, we have invested in our Continuous Improvement (CI) team and we are confident that our improvement methodology will enable us to be successful in delivering goals to meet ambitious improvements in the quality of care we deliver for all our patients.



Making things better for our patients

During 2019/20 we have made a number of service improvements:

- We have expanded and refurbished our critical care unit at Preston; the new multi-million pound state-of-the-art unit means we are able to increase our bed capacity and improve patient experience, with a particular focus on rehabilitation.
- Work is also underway to reinstate the Birth Centre at Chorley and South Ribble Hospital after the service was temporarily halted there due to a discovery of asbestos in the building. We already have well over 100 women booked in to give birth at the Chorley Birth Centre when it opens at the end of this year.
- We are investing £17.5m to build a new state-of-the-art Ophthalmology Centre on the Chorley site. The new unit is due to open in October 2021 and will include dedicated outpatient and diagnostic space as well as three additional theatres to provide extra capacity for patients requiring a variety of day case procedures. This exciting new development will be in addition to current facilities at Royal Preston Hospital.
- Developing an innovative system that allows NHS Trusts to exchange patient's health and care information with each other and more than 300 GP practices in Lancashire and South Cumbria.
- Developing a world-leading diary style document that encourages patients to write about their progress, thoughts and feelings, what can be done to enhance their recovery and any issues they want to raise while receiving treatment.
- Opening a new Postnatal Transitional Care Unit to enable babies who need close monitoring or extra support to be cared for alongside their mothers.
- The Health Academy receiving Excellence Centre Status for our high-quality skills programmes and workforce development initiatives.
- Winning an Apprenticeship Employer of the Year Award.
- Our Adult Allergy and Clinical Immunology Service becoming a national Specialised Commissioned Centre meaning we are now better able to deliver cutting-edge care and innovation, have access to high-cost and new drugs and can deliver better patient care.
- Opening a new and improved fracture clinic which has better facilities and means all the team can work in one area.
- Our Maternity Services ranking in the top 10 in the country in the patient experience survey.



A partnership with patients and families

Listening to the views of patients and families, involving them in their care and learning from when things could be improved, is absolutely critical to us and underpins everything that we wish to achieve.

We have continued our efforts to improve patient experience through a variety of methods, overarched by our Patient Experience and Involvement Strategy and Nursing, Midwifery and AHP (Allied Health Professionals) Strategy which are now both in their third year of implementation. This year we introduced a Medical Leadership Strategy shaping a clinical leadership model that aims to provide excellent care with compassion to patients. We listen to our patients to gather their feedback to help improve services through our Governors and Foundation Trust members, through our Patient Advice and Liaison Service (PALS), through our Friends and Family Test results and through our STAR (Safety Triangulation Accreditation Review) quality assurance framework.

During 2019-20 we have seen a reduction of 253 (36%) complaints compared to the previous year

Over the past 12 months the Customer Care team, PALS team and Patient Experience team has been through a transformation resulting in a 'one-team' ethos with the formation of the Patient Experience and PALS Team – 'One Team'. This has allowed a clearer focus on bringing together a mixture of what matters to patients and making the process for raising complaints and concerns more streamlined. This work is continuously developing and forms part of Our Big Plan objectives to ensure a clear focus on team working to achieve our ambitions. In response to

feedback received in 2019-20 we have made changes in a number of areas to improve the quality of service provision. Some of the changes include:

- Development of easy read information for patients
- Digitisation of patient appointment letters
- Introduction of the Patient Contribution to Case Notes (PCCN) diary for patients, carers and families
- Encouragement of patients to identify what matters most to them on any given day
- Purple boxes on wards for patients with learning disabilities, dementia and mental health needs
- Consultation with patients and service users to change and redesign information for bereaved families
- Additional facilities to help patients with Parkinson's disease

99% of complainants received an acknowledgement within the required timescale of three working days of receipt

During 2019-20 a total of 5,214 compliments and thank you cards were received by wards, departments and through the Chief Executive's office

Throughout 2019-20 we have seen an increase in the overall response rate to the Friends and Family Test.



World class education and research

Our strategic commitment to drive innovation through world-class research continues to go from strength to strength as we are again the top performing site in Lancashire and South Cumbria for patient and volunteer recruitment into research studies and innovation projects.

We have been the first UK site to recruit in four studies and have recruited over 2,100 new patients into studies and clinical trials.

In 2019-20 the Centre for Health Research and Innovation (R&I) has continued to grow and develop and many new milestones have been reached, highlights include:

Currently 223 active research studies recruiting patients at our hospitals

We have opened 62 new studies this year

We continue to perform strongly against the Department of Health and Social Care benchmarks for the set up and delivery of clinical research in the NHS. 85% of trials achieved the NHS 40 calendar day benchmark (71% in 2018-19)

Our Lancashire CRF and Cancer teams successfully recruited a patient into a Phase 1 (B) clinical trial. This is a historic moment in the history of experimental medicine at the Trust, and we are screening for our first ever First In Human (FIH) study and developing the processes to deliver our first Genetically Modified Organism (GMO) study

We have won an award for our Clinical Academic Faculty which is a hub for clinical academic research advice and signposting, supporting the development of local clinical academic research and innovation

Nichola Verstraelen, Clinical Team Leader for Research and Innovation, was selected to become a NIHR 70@70 leader. The national programme has recruited 70 outstanding senior Nurses and Midwives who are committed to championing and embedding a research active culture

We continue to attract commercially sponsored trials demonstrating steady increases year on year.

Education remains one of our top priorities and since the launch of the LIFE Centre (Learning Inspirations for Future Employment), we have been busy supporting a variety of activities including visits from schools and colleges, networking events with our NHS partners, training overseas nurses as well as hosting widening participation activity and carrying out activities to inspire the younger generation into an NHS career. The centre is a pan-Lancashire facility which is used by NHS organisations and public funded education providers to inspire NHS careers. By running these programmes we are able to ensure that we fulfil our social responsibility including community engagement, aiding social mobility, equality and diversity and promotes us as an employer of choice. Programmes prepare learners giving them the knowledge and experience needed to be recruited into our vacancies aiding recruitment and retention and helping to reduce agency costs. The Our Widening Participation team and the LIFE centre were announced as winners for Innovation in Learning at the international Learning Awards In February 2020.



Governors Steve Heywood, Takhsin Akhtar and Janet Miller at Our Health Day



Governor Pav Akhtar at Preston Windrush celebrations

Council of Governors'

The Council of Governors is a combination of public, patients and staff members, and they are democratically elected by members and appointed representatives of stakeholder organisations such as local authorities and other healthcare providers. The Council of Governors ensures local views are represented which helps us to shape and develop our services to meet the needs of patients and the wider community in the best way possible.

Although a Governor's role is to represent the interests of Foundation Trust Members, the public and partner organisations in the local community, they are unable to investigate individual concerns or complaints. Governors' have a responsibility to inform their constituency membership and general public of any key developments and news from our organisation and to relay feedback from local communities and constituencies to our Board of Directors.

Governors are involved in the appointment process of the Trust Chairman and Non-Executive Directors and approving the appointment of the Chief Executive, appointing or removing our financial auditors and receiving and approving the Annual Report and

Accounts. Governors support the Membership team in their recruitment of new members and engage with community events such as health melas, NHS careers events etc. Governors provide their support with the Patient Led Assessments Of the Care Environment (PLACE) and Safety Triangulation Accreditation Review (STAR Quality Assurance Framework) in addition to attending various meetings, staff awards ceremonies and celebrations .

During 2019-20, our Governors have participated in a number of workshops which have included topics such as Cyber security and IT issues that affect the Trust, workforce, developing a Governor Council Effectiveness Plan, forward planning (joint session with the Board of Directors), Continuous Improvement, Digitisation and Equality, Diversity and Inclusion.

At the end of 2019-20, the Council consisted of 31 Governor seats, of which: 18 elected Governors represent the public constituency; four elected Governors represent the staff constituencies and five Governors appointed by partnership organisations, three of which are vacant.

Balancing the books

During 2019-20 we generated income of £485m from patient care, an increase of 10% from 2018-19. A further £61m was generated from other income sources which includes training levies, research funding, car parking, catering and retail outlets and from providing services to other organisations.

Operating expenditure (excluding impairments) for the year was £595m. We have seen a rise in costs which can mainly be attributed to staff costs and reflects the ongoing difficulties we have experienced in recruiting substantive staff.

In 2019-20, we achieved £12.6m, being 50%, of our challenging target for performance and efficiency

savings of £25m. In 2019-20, £27m was invested in our capital programme to maintain our asset base, including estates maintenance, information technology and the replacement of medical equipment.

We are committed to reducing our deficit as much as possible, without compromising the safety and quality of the care we provide. We recognise that sustainable financial balance needs to come through engagement with the wider health economy so that we can achieve the efficiencies required but also maximise the use of our assets and support the wider transformational change in service delivery.



Developing our future talent

Our world-class teaching programmes continue to educate the healthcare professionals of the future.

The Preparation for Nursing programme continues to provide a pipeline into nurse training and we have continued to offer the Widening Access Programme which supports young people to access a career as a doctor.

Our 'Careers in the NHS' event has continued as an annual event which is run at both Preston and Chorley sites where over 30 of our departments, both clinical

and non-clinical, provide activities and give careers guidance to high school and college students.

We offer a growing range of apprenticeships for both clinical and non-clinical roles in occupations from accountancy to pre-nursing and in 2019 we introduced the new Learner Mentor apprenticeship to newly qualified staff nurses. We have also continued with our commitment to offer work experience placements to people of all ages across Chorley, Preston and South Ribble; over 700 individual placements have been organised over the last 12 months.

Award winning staff

Our staff continue to receive national recognition for their efforts to provide high quality, innovative, compassionate care and treatment to our patients. The sheer number and range of award winners, shortlisted individuals and teams demonstrates the breadth and depth of quality and commitment within our workforce.

There's far too many to mention but here are a few highlights:

Emergency Department Pharmacy team won a national award for their contribution to improving patient care and enhancing medicines optimisation

We won three awards at The Lancashire Health Hero Awards; Jackie Tate, Clinical Nurse Specialist,

was named as the Nurse of the Year, Sarah Moore, Physiotherapist, was crowned Therapist of the Year and the Emergency Department Pharmacy team won the Pharmacy of the Year award

We were named as one of the CHKS Top 40 Hospitals for 2019, a prestigious award given to acute sector organisations for achievements in healthcare quality and improvement

The Organisational Development team shortlisted for a Distinction in Employee Engagement and Experience in the annual HR Distinction Awards

Clinical Coding team shortlisted for a national award for excellence in clinical coding and data quality.

Excellent care with compassion

Theatre Staff: Standing together to care for you

Lancashire Teaching Hospitals NHS Foundation Trust

Together

To all our hardworking amazing staff, we couldn't do it without you!

#ThankYouThursday

Excellent care with compassion

Catering Staff: Standing together to care for you

Lancashire Teaching Hospitals NHS Foundation Trust

Together

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Porters: Standing together to care for you

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Medical Assessment Unit: Standing together to care for you

Lancashire Teaching Hospitals NHS Foundation Trust

Together

To all our hardworking amazing staff, we couldn't do it without you!

#ThankYouThursday

Excellent care with compassion

Healthcare Assistants: Standing together to care for you

Lancashire Teaching Hospitals NHS Foundation Trust

Together

To all our hardworking amazing staff, we couldn't do it without you!

#ThankYouThursday

Valuing our staff

Improving staff experience continues to be a high priority for us as we know that a positive staff experience results in improved patient experience. Over the last 12 months we have been working on reducing our sickness absence levels and the health and wellbeing team continue to deliver proactive campaigns to support staff to manage their physical, psychological and emotional health. As mental health and musculoskeletal conditions remained the top two reasons for working days lost due to sickness, campaigns were predominantly themed to address these issues. New interventions have included back care awareness workshops, mental health drop in sessions with our staff psychologist and a Mental Health Champion workshop. We were delighted to win the 2019 Personnel Today, Occupational Health and Wellbeing Award for 'Best Musculoskeletal Initiative'; and to be profiled as a 'Time To Change' case study for our commitment to promoting positive mental health at work. The focus for the next year will be to further develop a holistic package of support for staff.

There has also been a number of achievements in our staff engagement plan, including:

Increased uptake in teams utilising the Team Engagement and Development (TED) approach to improve team effectiveness and engagement.

Increased use of 'Thank You' tool which is an online peer-to-peer recognition initiative which gives people the opportunity to say thank you and receive meaningful feedback

Improved results in staff survey in relation to staff motivation

In light of the Covid-19 pandemic there will be new and emerging staff experience themes that we will seek to continually understand and respond to as part of our continually evolving plans



Being a good corporate citizen

We work in a number of ways to control the physical impact we have on the environment and surrounding neighbourhoods. One key way of measuring our impact is through benchmarking as this helps to inform the direction for change and subsequent investment. The NHS Estates and Facilities dashboard provided by the NHS Improvement Model Hospital portal reports us as being better than our peer group median for energy consumption and cost, which given the age of the estate is a positive reflection on past investment decisions.

As part of our car parking strategy we have created an additional 120 parking spaces at the Royal Preston Hospital site. By relaxing visiting times

(before Covid-19) we have significantly reduced site congestion at peak times and reduced traffic flow problems on Sharoe Green Lane. During 2018/19 we have also introduced a barrier-free automatic number-plate recognition (ANPR) system to manage our car parks, which has further reduced queueing and traffic congestion on site.

We are also actively working with other health organisations in Lancashire and South Cumbria in an effort to share working practices which will promote greater efficiency and enhanced saving opportunities across a range of areas including transport, energy and utilities.

Looking ahead

We have achieved lots of great things over the past 12 months whilst also dealing with a global health pandemic and the most challenging and uncertain time we have ever seen for healthcare. Clearly Covid-19 is not going away yet so we need to learn to adapt and work within the 'new normal' whilst continuing to build on the improvements we have made.

Our Research team continues to work on a number of Covid-19 research studies to try to find out more about the virus and help us to develop treatment for the future. We continue to work towards re-opening the Emergency Department at Chorley and South Ribble Hospital and we are looking forward to welcoming lots of new babies into the world as we open our brand new birth centre at Chorley at the end of the year.

The next year will be very significant as we progress with the Our Health Our Care programme and embark on a public consultation to ensure that we can provide effective and sustainable care for the future. We recognise that any change can be unsettling, however it is vital that services are modernised so that local people are able to get the treatment they need, in an appropriate setting, when they need it. One positive

outcome of Covid-19 is that it has shown us how we can better utilise technology and work differently and we will be building on that in the next year with more remote working and remote appointments to deliver a much better and more convenient experience for patients.

We are now preparing for our next CQC inspection and we look forward to sharing our improvements with the inspectors and continuing our journey towards an overall rating of 'good.' We will continue to tackle the financial deficit by reducing costs and driving efficiencies, whilst maintaining or improving the quality of care we provide.

There is no doubt the year ahead will probably be the most challenging we have ever faced. However, with the commitment of our talented staff, together with support from our volunteers, governors, and partner organisations, and involvement of our local communities we are confident we will continue to deliver excellent care whilst transforming how hospital care will be provided to improve patient experience and make a lasting difference for our local communities now and in the future.