



# Annual Review 2018–19



Newly refurbished emergency department



Work underway to refurbish critical care unit



New dedicated midwifery team to improve outcomes for maternity services



New digital outpatient appointment letters via mobile phones



64,918 inpatients admitted



91,799 emergency department patients



51,871 day case patients



138,368 new outpatient appointments



62,623 outpatient procedures



£22m efficiency savings



Employed 228 new apprentices



Named within the Inclusive Top 50 Employers List 2018



We generate 50% of the electricity we use



Recruited 2,511 research participants



Opened 74 new research studies



More than 700 volunteers



4,699 compliments received



Employ 8,103 permanent staff members



Created an additional 120 parking spaces at Royal Preston Hospital



19,162 members



Arranged more than 550 work experience placements

# Welcome to Lancashire Teaching Hospitals

Over the past year we have been really focusing on improving patient experience; making sure that our patients get the best care possible, in a timely way and in the right setting. We have made huge improvements to our emergency department at Preston, thanks to a £1.9m funding boost to improve facilities and increase capacity.

We have also started work to refurbish our critical care unit at Preston, as well as expand the space so that we can meet demand. The refurbishment will create a lighter and brighter unit, to provide a much better environment for patients and families and our staff.

We have introduced a new discharge process across our hospitals to make it quicker and easier to arrange for patients to be discharged from hospital. Standardising our discharge processes will enable us to reduce avoidable delays and help us to identify which patients can be discharged for assessments in another setting.

We have also been working hard to improve the experiences of patients with learning disabilities.

Our new learning disability service aims to improve patient experience, safety and care through support, education and awareness amongst staff about how best to support and guide those with learning disabilities.

We have been looking ahead to the future and want to make sure we can attract and retain the very best staff to ensure that we can continue to provide excellent care for our patients. We're delighted to have been named within the Inclusive Top 50 UK Employers List 2018; this means we are recognised as an organisation that makes an outstanding effort to reinforce our commitment to attract and retain a diverse workforce.

We are extremely proud to see that our staff continue to be recognised for their outstanding achievements. Our maternity service has received an award for outstanding contributions to midwifery services. They have also received high praise in a national survey for offering a choice of where to give birth, the support provided by our midwives and partners being allowed to stay with mothers. Keep your eyes peeled, our midwives will be starring in a new TV show at the start of next year!

Our commitment to drive innovation through world-class research continues to go from strength to strength as we have been named the top performing

site in the North West for recruitment onto clinical trials. We also recruited the highest number of patients in the UK onto an innovative kidney cancer trial which looks into whether immunotherapy treatment after surgery helps to reduce the risk of cancer returning.

Every year demand for care increases and last year was no different; as a result we have not achieved all the national performance standards this year. When wards are as busy as they have been there are delays admitting patients from emergency departments, however we have made some significant improvements over the past year and our emergency department team has worked hard to improve ambulance handover times.

We continue to work in partnership with Lancashire Care, Lancashire County Council 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 programme.

Despite making £22.1m savings this year, the continued growth in demand along with rising costs and workforce

shortages means our deficit has increased. 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 have launched Our Big Plan, which is our corporate strategy, our direction of travel, and sets out what we need to do to be successful, both now and for the future.

As ever our governors, volunteers and staff together with patients, carers, families and partner organisations continue to work with tremendous commitment and on behalf of the Board we thank them all for their passion and effort. Another tough year looms but we have made really exciting progress this year and have truly laid the foundations for our continuous improvement journey.

*2018/19 has been another very busy year with demand for our services continuing to rise. Despite ongoing pressures, we are proud of the progress we have made.*



# Working towards outstanding care

Across the country, the NHS saw a continual growth in demand for services during 2018/19. This increasing demand, along with delays in discharging people well enough to leave our care, means our hospitals are now exceptionally busy all year-round.

As a result, we are not always able to provide planned procedures and operations on time, and so did not achieve all of the access to care performance targets this year, including the emergency department target.

We are continuing to work with our local partners in the health and care system to implement a range of initiatives and schemes to tackle this. A key development during 2018/19 is the progress we have made with our local partners to develop an Integrated Care Partnership (ICP) for Central Lancashire. In March 2018 the Central Lancashire system agreed to come together to look at a radically different way of working as a partnership and **be a connected planning, regulation and delivery system** - with single place based leadership and a management infrastructure. The work of the Our Health Our Care programme sits within the strategic platform focusing on acute sustainability. We want to move quickly and see progress towards a full partnership which includes integrated decision making, budgets, governance, workforce etc., within the next three years.

During 2018-19 we adopted a continuous improvement approach and appointed a Director of Continuous Improvement and a Head of Continuous Improvement. Initial work has been undertaken to ensure foundations are in place for the adoption of a Continuous Improvement (CI) approach, including the development and launch of the Continuous Improvement strategy and development of a web based CI toolkit.

Improvement programmes delivered have included the design, delivery and implementation of the system wide urgent and emergency care programme (following a Value Stream Analysis design event) and participation in national and regional external improvement programmes, including the NHS Improvement ECIST SAFER collaborative and the North West Ambulance Service 'Every minute matters' collaborative.

In order to adopt a robust approach to Continuous Improvement, we have committed to delivering improvement programmes at a system (macro), pathway (meso) and local department and ward (micro) level.

Over the last year we have undertaken extensive engagement with staff to develop priority strategies, including a **Continuous Improvement Strategy** which outlines the continuous improvement methodology that is being adopted across the organisation and a **Big Plan** which outlines the strategic aims of the organisation and the specific objectives which we aim to achieve annually for the next three years.

Whilst there is still a lot of work to be done, our continuous improvement approach has already had a significant impact in many areas, including improved patient flow throughout our hospitals which means patients can be discharged quicker, once they are well enough to leave hospital, and means patients won't need to wait as long to be admitted into a bed on a ward. We have also seen a reduction in patient falls and achieved our infection prevention standards.

Unfortunately we failed to achieve our objectives in relation to Accident and Emergency waiting times during all quarters of 2018-19, the 18 week incomplete access target (although we have managed to reduce our backlogs and long waits) and didn't consistently achieve the 62 day cancer treatment. This was largely due to significant pressures within the emergency service throughout 2018-2019 that adversely impacted on access standards compliance and our ability to deliver our elective care programme.

**51 cases of C-Difficile against a national target of no more than 66**

**64,918 inpatients admitted last year**

**51,871 day case patients**

**62,623 outpatient procedures**

We continue to implement an action plan in order to address points identified by the Care Quality Commission (CQC) following an inspection of our hospitals in July 2018 which resulted in an overall rating of 'requires improvement'. Although the overall rating is the same as the previous inspection back in 2016, 16 core domains and 4 service lines including surgery, maternity, services for children and young people and outpatients have moved to 'Good' from 'Requires Improvement'. The findings demonstrate the significant progress we have made since the last inspection; however we recognise that there is still a lot of work to do and the focus now is on achieving an overall rating of 'Good.'



## Making things better for our patients

During 2018/19 we have made a number of service improvements:

- We have made huge improvements to our emergency department at Preston, thanks to a £1.9m funding boost to improve facilities and increase capacity. These changes are part of a wider programme designed to improve flow throughout the hospitals, and ensure patients are transferred without delay to the most appropriate setting for their needs.
- Work is underway to refurbish our critical care unit at Preston, as well as expand the space so that we can meet demand. The refurbishment will create a lighter and brighter unit, to provide a much better environment for patients, families and staff.
- Introduced a new dedicated midwifery team to improve outcomes of maternity services and our maternity team has been honoured with a number of awards

**Established a new discharge process to ensure patients can be discharged from hospital as quickly as possible**

**Introduced a fully integrated pharmacy team within the emergency department**

**Introduced a dedicated sepsis team focused on developing sepsis screening**

**We have increased our number of Pets as Therapy dogs who provide comfort, support and a distraction to our patients**

**We have increased the number of Dining Champions who help patients who need extra support with eating and drinking.**

# 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 focus on involving patients and families throughout their treatment, and addressing any issues as they arise. As well as daily conversations with patients and families, we receive feedback from the Friends and Family Test, NHS Choices, national surveys and a range of other sources which we review in detail to see what we can improve. We also regularly engage with our members, with patients and the wider community about how we can improve the services we provide.

**During 2018-19 there has been an increase of 3% in response rate for the Friends and Family Test, which means we are receiving feedback from more of our patients.**

**In January of 2018 we launched two key strategies in support of communication and involvement in care; The Nursing, Midwifery, AHP and Care Givers strategy and The Patient Experience and Involvement strategy.** The continuation and momentum of these strategies provide an opportunity for us to gather experience from a variety of sources and enable changes to be made.

**The NHS celebrated its 70th birthday year during the past 12 months, as part of this there was real engagement from our patients and their families as we held range of celebrations across our Preston and Chorley sites.** We held a fun day in June to showcase services, seek views and generally hold up the NHS as a leader in world healthcare.

Other changes to how we work as a result of feedback received include:

- Encouragement of patients to identify what matters most to them on any given day
- Introduction of patient boards for behind the bed to ensure that staff can, at a glance, be informed of their care needs
- We have supported the Preston PRIDE initiative to gather feedback on how we can support the LGBTQ+ population.
- During 2018-2019, the patient experience and involvement group increased the size of its membership to more accurately reflect the community it represents.

- Patient stories at Board to identify learning
- Representation on the Patient Experience Improvement Group, of patients who have complained to share their experiences.
- The introduction of welcome boards to ward and departments, providing key information for patients and their carers
- Purple socks campaign to assist those patients who may be at risk of leaving the site

In 2019-20 the Customer Care and PALS team will be undertaking a review of the service overall.

**One formal complaint for every 1,329 patient episodes**

**100% of complainants received an acknowledgement within the required timescale of three working days of receipt**

**During 2018-2019 a total of 4699 compliments and thank you cards were received by wards, departments and through the Chief Executive's office.**

Our governors represent the membership and provide objective scrutiny of our performance, and ensure the patient's voice is always heard particularly in relation to patient experience, buildings and environment, and membership relations.

They provide an invaluable service in undertaking CQC style inspections, Quality Mark audits, and supporting patient-led reviews of the hospital environment. They also attend our regular Fab Feedback Friday sessions to champion the patient voice in ward and service developments as well as participating in a number of other listening and engagement events throughout the course of the year, and we are grateful to them for their invaluable service as a critical friend.

During 2018/19 we developed our Membership Management and Engagement Strategy 2019-2022, in consultation with our governors. Our vision is to have an informed, engaged and involved membership which is able to fully represent the needs and experiences of its community by actively participating in influencing and shaping how the services are provided. The strategy outlines five objectives that are incorporated into the membership engagement plan for 2019/20; the objectives of the strategy are to:

- Ensure our membership is representative of the diversity of the population it serves.
- Raise awareness amongst foundation trust members of their role and opportunities as members.

- Ensure that there is regular and effective engagement between members and governors so that members' views can be represented.
- Ensure members are kept informed of future plans for the services provided by the hospitals and have opportunity to shape those services.
- Ensure that the governors have the support and are equipped with the skills to represent the members effectively when working with the Board and non-executive directors.

There has been a wide range of opportunities for our members to be involved in our work during the last year.

- In May 2018 we held a Listening Event; the aim was to provide an opportunity for governors to exercise one of their most important roles by gaining essential views and opinions from foundation trust members and the wider public.

- In July 2018, members were invited to family fun days as part of the celebrations of the NHS turning 70, it was the perfect opportunity for us to look back at our achievements and promote what we do; as well as look forward to the next 70years.

- Governors visited several community groups throughout 2018/19 in order to listen to their views and give feedback to senior management, recruit new members and raise the governor profile.

## 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

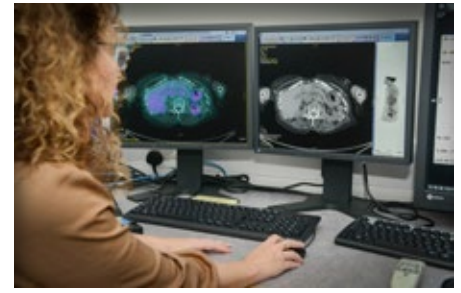
Hospital site. By relaxing visiting times we have significantly reduced site congestion at peak times and reduced traffic flow problems on Sharoe Green Lane. During 2018/19 we have also introduced a barrier-free automatic number-plate recognition (ANPR) system to manage our car parks, which has further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

## Valuing our staff

Staff engagement is essential to help us meet the current challenges we face, including the need to deliver high quality and sustainable services, achieve financial plans, deliver organisational change and transform services. Over the last 12 months we have focused on creating a culture that places greater emphasis on staff engagement. We have launched a Thank You tool which gives people the opportunity to say thank you to a colleague and give meaningful feedback. We have also introduced Our Big Plan staff briefing sessions so that staff can hear about higher level, organisational issues and priorities and find out how they directly affect teams





## World class education and research

We have continued to drive innovation through world-class research, education and training in the past year.

In 2018/19 the Centre for Health Research and Innovation has continued to grow and develop; the past year has been truly record-breaking and momentous, highlights include:

- We have opened 74 new studies (compared to 62 in 2017/18).
- We performed strongly against the Department of Health benchmarks for the set up and delivery of clinical research in the NHS. 71% of trials achieved the NHS 40 calendar day benchmark (compared to 69% 2017/18).
- The National Institute for Health Research (NIHR) Lancashire Clinical Research Facility (LCRF) for Experimental Medicine (EM) has confirmed funding from the NIHR for a further three years, with a further £450,000 to be awarded to help us to continue to deliver world class experimental medicine research.
- Alison Swan, our research centre Sister has been shortlisted for one of the 'Our People' Awards which recognises the outstanding work of our staff who go above and beyond.
- Dr Andrew Nixon, Renal Clinical Research Fellow, won the 'Rising Star' Award at the North West Coast Research and Innovation awards 2019.
- Dr Christian De Goede, Paediatric Neurologist and Multiple Principle Investigator, was shortlisted for 'Practitioner of the Year' at the North West Coast Research and Innovation Awards 2019.
- One of our oncology studies, led by Dr Omi Parikh, was one of the world's highest recruiting sites, and the only site in the UK to be in the world's top seven list. We were also the first site to open in the UK.
- Senior Research Nurse, Dr Chandbi Sange, has become a member of the first part of our Flow Coach Academy as part of our Continuous Improvement work (see page xx for more details) and has had an article published in the Lancet Journal.
- Nichola Verstraelen, Clinical Team Leader for Research and Innovation has joined the NIHR 70@70 programme which has recruited 70 outstanding senior nurses and midwives who are committed to championing and embedding a research active culture. The programme will run for a period of three years and will enable applicants to share best practice and learnings in order to drive real change across research systems and strengthen the research voice and influence of nurses and midwives in NHS provider organisations.
- Stephanie Cornthwaite, one of our senior research nurses has been successful in joining the national Cancer Research UK Clinical Research Nurse Advisory Group which ensures that activities, content and resources as part of the Excellence in Research Programme continue to meet the professional and educational needs of research nurses working on cancer clinical trials, and focuses on collaborative working and increasing awareness of clinical research nurses and their value when working on cancer trials.





## Developing our future talent

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

We train around 250 medical students every year, providing teaching, clinical placements, exams and all the support they need to learn.

Our unique nurse-degree programme continues to grow from strength to strength and the Preparation for Nursing programme continues to provide a pipeline into nurse training and the students complete one shift a week as a 'buddy' to one of our healthcare assistants.

We have continued to offer the Preston Widening Access programme which supports young people to access a career as a doctor and this programme was shortlisted for a national HSJ award last year, along with our innovative LIFE Centre (Learning Inspirations for Future Employment) which opened its doors in 2018.

Our 'Careers in the NHS' event has continued as an annual event which is run at Preston and Chorley sites where over 25 of our departments, both clinical and non-clinical, provided activities and gave careers guidance to high school and college students.

We continue to offer a growing number of apprenticeships in both clinical and non-clinical roles, with 228 new apprentices joining us during 2018/19. We also provided more than 550 work experience

placements for young people from across Chorley, Preston and South Ribble during the year too.

We have refreshed our Workforce and Organisational Development strategy with an overarching aim which is to make Lancashire Teaching Hospitals a Great Place to Work and our focus over the next three years is to ensure that we plan our workforce of the future today, whilst attracting talented individuals to our current vacant posts

We have developed a new youth forum to attract younger people to join our membership. Youth Voice is aimed at ensuring children and young people have their voice heard within our hospitals and it is hoped that some of our younger members may consider a career in healthcare in the future.

Students with learning difficulties from Runshaw College, Cardinal Newman College, Preston's College and Sir Tom Finney School attend 'behind the scenes' sessions where they learn about different job roles in a range of departments.

# Balancing the books

During 2018/19 we generated income of £440m from patient care, an increase of 4% from 2017/18. A further £45m 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 for the year was £530m. The main reason for the rise in costs can be attributed to staff costs and reflects the ongoing difficulties we are experiencing in recruiting substantive staff.

We are proud to say that in 2018/19, we achieved £22m of our challenging Performance and Efficiency Target (PET) savings of £25m.

Looking ahead to 2019/20 we are planning for a deficit of £37.050m, although this is again dependant on a PET of £25m. Working capital loans have been made available to support our deficit.

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.

## Looking ahead

We have achieved lots of great things over the past 12 months and we want to build on all the improvements we have made and continue to make things better for our patients, their loved ones, and our staff and make sure our hospitals can continue to provide safe and effective care and sustainable services for the next generation. So 2020 will be a hugely important year, with the Our Health Our Care programme setting out proposals for how hospital services will be organised and provided in 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 in the future. Working in partnership with our local communities, we are confident that together we can make changes that will improve the quality of care we provide and deliver a much better experience for patients.

We also look forward to receiving the report and rating from our recent inspection, and building on the progress we have made to drive further improvements.

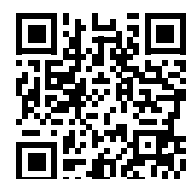
We will continue to tackle the financial deficit by reducing costs and driving efficiencies, whilst maintaining or improving the quality of care we provide.

There is no doubt the year ahead will be one of the most challenging we've 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 can take this golden opportunity to change how hospital services work and make a lasting difference for patients now and in the future.



## Our Health Our Care

[www.ourhealthourcarecl.nhs.uk](http://www.ourhealthourcarecl.nhs.uk)



# What our patients say

## Plastics five star

Five star treatment in the plastic surgery theatre all staff was informative and considerate and made me feel at ease thank you.

## MRI dept Royal Preston Hospital

The lady explained the procedure in detail and asked if I had any questions, which she answered. She took me in to the MRI room and showed me the scanner, I was nervous and became quite distressed and panicky as it felt quite claustrophobic to me. The lady gave me lots of reassurance and also made some adjustments to the bed and the bit that fit over my head & face, to make it feel less closed in. I was reassured and spoken to in between each set of scans. I cannot thank the ladies and the man that came in to speak to me enough, they are lovely, kind, caring people and do an amazing job.

## Gastro CDH

I should like to thank all the staff who dealt with me that day and special thanks to one particular doctor, who conducted the procedure. He did much to put me at my ease, with a chat beforehand and the whole procedure was much more comfortable for all that and the doctor's expertise. Many thanks to everyone and the good news.

## Ward 2B wonderful staff and ward

The ward staff they are the greatest, they don't treat you as just another patient, they treat you more like family as you get to know them by name even the cleaning staff had a laugh with you. They would come round with teas and coffee's and remembered how you like your drink. I would recommend this ward to everyone who needed stay in hospital I've had my good days and even the bad days I was cheered up by the staff. I just want to say a big thank you to you all keep up with the great work you do and I wish the students the best of luck with their careers in nursing

## Excellent Care

I attended as a day patient for a pain-relief epidural. The staff were very professional, considerate and caring throughout. The procedures were explained in full and my aftercare was first rate. Many thanks.

## Post prostate opp

I have been coming back for follow up check-ups for 9 months, I still find all the staff still very caring and helpful. They never rush my appointments, listen and give helpful advice. The doctor and his team are top notch

## Emergency Operation for Boerhaave's Syndrome

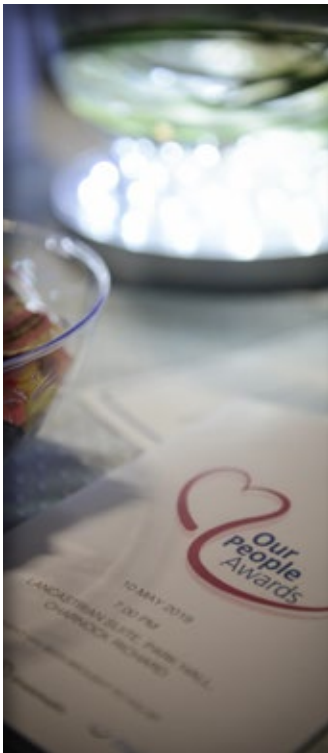
I am a normally fit and active man. Without any warning, or pain, during an Easter Sunday 2018, I felt queasy. I was speedily shunted to the Royal Preston Hospital and operated on by the surgeon and his very efficient Team. Thank you NHS, Blackpool Victoria, Preston Royal, especially the surgeon's Team, and the Staff of Ward 11 and the Specialist Nutritional Nurses Team.

## Colon Resection

After a routine check identified a cancerous tumour in my colon I was scheduled for surgery on 8th October. The care I received throughout my stay was fantastic on every front, all the Ward team were great and there was real professionalism and empathy from everybody. Never been in hospital before but I have to say the standards set here are exemplary. Thanks

## A sincere thank you to all staff in A&E.

I would like to thank all the staff in your A&E department for the care and attention shown to me on Saturday 13/10/18. I was seen by a Consultant in A&E, the radiography department and several nursing staff when I was triaged and given an ECG. Their kindness and attention to detail was much appreciated. My sincere thanks and best wishes to all.



## 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:

- Caesarean section team won the Team of the Year award at the British Journal of Midwifery Practice Awards
- Ian Schofield, Consultant Cardiologist was named Trainer of the Year by the British Junior Cardiologists' Association
- Venkata Padala won the IT Leader of the Year award at the Unsung Hero Awards
- Parkinson's disease nurse specialists won Team of the Year at the PDNSA Awards
- Midwife Alison Brindle won an NHS Fab Academy award and a 2BR radio award for implementing an initiative aimed at improving patient experience by writing your name and job title on your theatre cap to improve recognition and personalisation of care in theatres
- Emma Gornall was named Midwife of the Year and Rachel Moses was named Therapist of the Year at The Lancashire Post Health Hero Awards
- Chemotherapy Day Case Unit team were shortlisted for a national Nursing Times Award