



# Annual Review 2017–18



We generate 50% of the electricity we use



Recruited 2,832 research participants



Opened 62 new research studies



More than 700 volunteers



5,700 compliments received



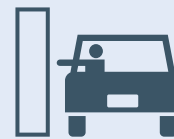
Employ 7,965 permanent staff members



19,265 members



Arranged more than 350 work experience placements



40 additional patient parking spaces created



Clinical Research Facility opened



Recruited 2,832 research participants



New £2m chemotherapy unit opened



New LIFE Centre opened



62,167 inpatients admitted



147,090 emergency department patients



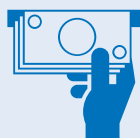
52,271 day case patients



131,037 new outpatient appointments



62,105 outpatient procedures



£21m efficiency savings



Employed 251 new apprentices



*2017/18 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.*

## Welcome to Lancashire Teaching Hospitals

Our commitment to developing the best cancer care for our communities was further demonstrated with the opening of the chemotherapy unit at Chorley in 2017, so that local patients can receive treatment closer to home. Our fantastic, state-of-the-art cancer robot is making a life-changing difference for patients from Lancashire and South Cumbria too, with the range of cancers being treated expanding all the time.

We have also continued to drive innovation through world-class research, education and training in the past year, boosted by the opening of our new Clinical Research Facility, and we have been successfully recruiting patients to national and international trials and studies throughout the year, to offer local people emerging drugs and treatment, and drive medical improvements for this and future generations.

Every year demand for hospital services increases and 2017/18 was no different. We saw more people in our emergency department, admitted more patients into our hospitals, performed more planned procedures and saw more outpatients than the previous year.

This increased pressure on our wards, and delays in being able to discharge patients promptly, has affected our ability to perform planned procedures and treatment on time. We have been working with local health and care organisations since November to embed a continuous improvement programme

that aims to identify and address any issues that cause delays in the patient's entire treatment journey and we are confident that this work will result in better care in the future.

Balancing the books remains a challenge as demand for care is increasing and at the same time costs are rising. We are pleased to have delivered £21m in efficiency savings in these challenging circumstances, and are committed to reducing our deficit without compromising on the quality and safety of the care we provide.

Work has also continued apace with our local health and care economy partners across central Lancashire as part of the Our Health Our Care programme. Together, we want to make sure that more people are able to get the right care in the right setting when they need it. This will not only improve experiences and outcomes for our local population but also help ensure the sustainability of our services into the years to come.

**Sue Musson**  
Chair

**Karen Partington**  
Chief Executive

# Working towards outstanding care

Across the country, the NHS saw unprecedented demand for services during 2017/18. 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 have not always been 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. Our continuous improvement approach, implemented from November also has a significant focus on improving the flow of patients in and out of our hospitals.

We did meet a number of other national standards for access to care despite the significant pressures experienced and we are working hard to further improve our performance for next year.

We continue to provide a high standard of care, including 98.3% harm-free care this year - which is above the national average. Our implementation of a three year 'Sign Up To Safety' programme has so far reduced falls by 27%. We also continue to see a reduction in incidence of sepsis and avoidable healthcare associated infections with work ongoing to reduce these even further.

**Mortality rates are within the expected range**

**60 cases of C-Difficile against a national target of 66**

**62,167 inpatients admitted last year**

**52,271 day case patients last year**

**62,105 outpatient procedures last year**

We continue to implement an action plan in order to address points identified by the Care Quality Commission (CQC) following an inspection in 2016 which resulted in an overall rating of 'requires improvement'. We were able to demonstrate a number of the improvements we have made when the CQC returned to carry out a re-inspection in July 2018. However, we recognise that there is still more to be done and will continue working tirelessly to achieve our ambition of being recognised as an outstanding organisation.

## Actions to meet CQC feedback:

- Simplified all corporate and departmental documents, to ensure current and accurate.
- Improved education of risk management and increased compliance with expectations for contacting patients in a timely manner.
- Construction of a new discharge lounge completed in August.
- Increased numbers of staff completing safeguarding training and other mandatory training.
- Formed a Quality Improvement Board with our partners to monitor progress of the resulting action plan.
- In-depth nurse staffing review undertaken.

## Continuous improvement

We started our continuous improvement journey this year, with a comprehensive review of how we work and where we can maximise the amount of value for patients using our services. At the start of this journey, we have determined the following key priority goals

- To be in the 20% of NHS organisations with lowest risk adjusted mortality.
- To provide safe, harm free care.
- Achieve 95% reliability in compliance with a range of care bundles.





## Providing specialist services to 1.5m people throughout Lancashire and South Cumbria

We have continued to develop and provide specialist services for less common or complex conditions, so people can access the care and treatment they need within Lancashire and South Cumbria.

Around 200 patients visit our Cancer Centre every day, and we have clinics across the region to bring care closer to patients' homes.

This year marked the first birthday of our surgical robot, which has been hugely successful at improving outcomes for patients over the past year.

The robot can bend and rotate 360 degrees, making it much easier for our surgeons to access parts of the body that are difficult to reach, and undertake complex procedures using keyhole incisions rather than open surgery, reducing the risk of complications and enabling a speedier recovery.

Arnab Bhowmick, Consultant in General Surgery: "Most people associate cancer treatment with radiotherapy and drug therapy; however surgery is the definitive treatment for the majority of patients. As the cancer centre for Lancashire and south Cumbria, it's vital that we can offer patients the latest techniques and treatment. The robot allows us to provide lifesaving treatment for patients who may not be

suitable for more traditional surgery. It's less invasive, so risk is reduced and recovery is quicker. And it's amazingly precise so it's highly effective."

The Specialist Mobility Rehabilitation Centre (SMRC) provides specialist wheelchair, prosthetic limb and orthotic rehabilitation services throughout the region for people of all ages with long-term mobility problems. This year the centre opened a new purpose built gym which is already making a huge difference to both veteran amputees and civilian patients.

### Our specialist services

neurosurgery and neurology

oncology (radiotherapy and chemotherapy) and complex cancer surgery

elective and emergency vascular surgery

renal and plastic surgery

specialist mobility and rehabilitation services

major trauma services



## Balancing the books

In 2017/18 we received £423m income from patient care, and an additional £48m through other channels such as research funding, training levies and others sources.

Our operating expenditure was £501m, with 65% of this equating for staff costs which reflects the ongoing difficulties to recruit permanent members of staff.

We are pleased to have delivered £21m in efficiency savings during 2017/18, mainly through refining our processes, better use of technology and more effective procurement. We will continue to reduce our deficit as best as possible without compromising the safety and quality of the care we provide.

## 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.

**Our Patient Experience Improvement Group was renewed and reformed during the year to enable our patients to have a voice in relation to their healthcare and to contribute towards projects.**

**Two key strategies in support of communication and involvement in care launched; The Nursing, Midwifery, Allied Health Professionals and Care Givers Strategy and The Patient Experience and Involvement strategy.**

Both identify and commit us to achieve a number of targets over the next three years and have been developed in consultation with our patient population, staff and partner organisations, such as Healthwatch Lancashire.

**Our staff have embraced the 'End PJ Paralysis' campaign across our hospitals with a particular focus to get patients up, dressed and moving, to prevent deconditioning and loss of independence, and reduce length of stay.**

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

- Open visiting hours between 10am and 8pm to provide more flexibility for people and enable them to spend more time with their loved ones.
- Lanyards to clearly identify who the 'shift leader' is in clinical areas.
- Key information for visitors and carers of what to expect within areas via ward boards.
- A Carers Charter in recognition of how carers can support their loved ones whilst in hospital.
- Adopted the 'Hello My Name Is...' initiative across all of our services.
- Patient boards for behind the bed to ensure that staff can, at a glance, be informed of care needs.
- Magnets to identify specific individualised needs of patients.
- Resources to support patients who have dementia as a way of engaging in meaningful activities

**One formal complaint for every 1,428 patient episodes**

**90% of inpatients would recommend our hospitals to Friends and Family**

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.



Our new Research Centre

## World class education and research

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

We are delighted to have opened the Clinical Research Facility to support us to develop new drugs and treatment for this and future generations. This has now completed its first operational year, gaining recognition as a finalist in the North West Coast Research and Innovation Awards 2018 for 'Clinical Research site of the year'.

During the year we recruited a total of 2,832 participants on to research studies and on numerous occasions we were proudly able to recruit the first patient in the UK onto particular trials. We also recruited our very first ovarian cancer patient to the 100,000 genomes project. This ambitious programme is sequencing the DNA of patients to transform care for patients with rare diseases and cancers.

We also initiated 62 new studies and are really proud to have led a practice-changing trial for bladder cancer. Alison Birtle, Consultant Oncologist, presented results of a groundbreaking trial that will improve survival rates for patients.

Our renal team held two important and prestigious international courses to improve education and awareness of kidney conditions and procedures and Pierre Martin-Hirsch, Consultant Gynaecologist, led on the publication of a report providing new evidence on the effectiveness of a cervical cancer vaccination.

*Throughout the year we were shortlisted for a number of research and innovation awards, demonstrating the outstanding work we're undertaking to improve outcomes and experiences for our patients.*





# What our patients say

## The NHS at its very best.

From my first point of contact with the Sharoe Green unit my experience was 100% positive. The speed of contact with appointments, the scheduling of my 8 hour operation and the after care can only be described as outstanding. Special thanks to the two consultants for their excellent skills performing my operation. The after care on the High Dependency Unit and the post operative care on Sharoe Ward 1 were excellent. I know my operation was very much a team effort and there were many

consultants and doctors doing numerous observations and checks, to you all I say "Thank you". On Sharon Unit 1 the nurses and care assistants were a cohesive team providing excellent care. Not forgetting the lady bringing regular drinks. Also the lady doing the cleaning was so pleasant and thorough providing a spotless environment for patients to recover. With grateful thanks to you all.

Comment left: 18/03/2018 15:57

## FANTASTIC WARD - BRILLIANT STAFF

Following an accident my son was airlifted to Preston A&E. The care he received in A&E and later on the major trauma unit was exemplary and second to none. This care was available not just for my son who received the most wonderful care from a team of dedicated nursing staff clinical support workers

and doctors... In particular I was most grateful for the help and support extended to include us his family... giving me a direct number to ring the ward for updates on his condition and taking the time to comfort and reassure me when I phoned at all hours of the day and night.

Comment left: 13/05/2018 20:37

## Fantastic and Caring Team in Rookwood Ward

My mum went into Chorley Hospital, Rookwood Ward in January this year with a view to getting her better and moving her into a care home. Unfortunately this never happened and after seven weeks she sadly died in Chorley Hospital. The care she received was next to none. The doctors, nurses and HCAs were all fantastic. All I can say that the care at the end was superb - the staff

couldn't be more supportive and caring not only to the family, but the dignity in which they treated mum at the end was unbelievable. What a fantastic team!

Comment left: 20/03/2018 14:57:24

## Surpassed all expectations...

The moto is excellent care with compassion.... that is exactly what we got. My child attended day care for surgery and the care between all the different departments involved was absolutely flawless. I cannot thank them enough for their exceptional attention and care they showed my child. Obviously it's a worrying time for parents during surgery, we were involved all the way at no point did we feel uninformed or worried.

Truly amazing from consultation to surgery and from recovery to discharge. Very pleased and I have already recommend it to another family member with a similar medical problem.

Comment on Ear, Nose & Throat at RXN02-Royal Preston Hospital at 25/05/2018 10:47

## Excellent Care provided by an Excellent Consultant & Nurses!

Visited the Pain Management Clinic for the first time at 2.30pm on the 11th May and I received nothing but care and kindness. The Consultant put me at ease with his friendly manner and I was happy to have a friendly nurse in the room throughout my appointment. I came away feeling better than I did beforehand as I finally felt listened to and understood. I was given some very beneficial options to think about and I would

highly recommend the Royal Preston Pain Management Clinic. Thank you for your time and effort, it was very much appreciated. Thanks again.

Comment left: 13/05/2018 20:54

## FRIENDLY STAFF- DEDICATED CARE

Following a stay in the Major Trauma Unit to stabilise a deflated lung and haemothorax, multiple fractures to his ribs pelvis hip vertebrae and elbow my son was transferred to Ward 16 where he continued to receive the highest level of care and support from all the staff on the ward. Nothing was too much trouble for them.. Throughout his stay they all treated him with compassion and respect whilst

caring for both his needs and those of his family always explaining everything to him and us dealing with any concerns we had and taking time to answer all our queries with patience and understanding. Nobody could ask for or expect better care than we as a family received and we are all very grateful to everyone concerned.

Comment left: 13/05/2018 20:54

## Superb.

I've just finished a course of radiotherapy at the Cancer Centre and cannot praise the whole experience highly enough. The staff are so courteous and respectful and cannot be any more encouraging and helpful. I was very apprehensive at the start of my treatment as I am sure many people are but their care and concern allayed all my fears and put my mind at rest.

I am totally in awe of the work that they do and will be forever grateful to our wonderful NHS who, despite the enormous pressures they are under, have never failed me in my (almost) 70 years.

Comment left: 14/03/2018 23:05

## Top Class Professionals

Yesterday I attended the Cardio Respiratory Department. During my time in the department I experienced a wonderful top class service, given by courteous, knowledgeable and dedicated professionals. From the polite, efficient welcoming reception staff, to the very skilled and highly trained specialist Cardio team the quality of service was excellent. Thorough explanations, sensitivity and kindness were key strengths by all

of the team that I had dealings with, in particular two staff members they are a real credit to the organisation, excellent professionals with amazing skills and a natural ability to make you feel at ease. Ben and his team also promptly produced a conscientious professional service. A big thank you to all.

Comment left: 20/03/2018 14:57:24

## Excellent Day care experience

I was recently admitted for surgery on my shoulder as a day case patient on Rawcliffe/Winstanley Ward and felt I had to write a review to say thank you for the care I received. The nurses could not have been more attentive and the anaesthetist and surgeon were so patient and ready to explain everything.

consultants, ward nurses and anaesthetists were all very kind, professional and helpful. The only small problem I had was that the clothes I had worn were not suitable for after the operation. I had followed the advice given to wear something with buttons down the front but as I was not able to get my affected arm into the sleeve I could not fasten the shirt and perhaps could have been advised to bring something bigger. Thank you once again to everyone for their hard work and care.

I was extremely nervous as I had never had a general anaesthetic before, but I was talked through everything step by step and would not be worried again.

Everyone I came into contact with from the hospital - pre op nurses, waiting list clerk,

Comment on Orthopaedics at RXN01-Chorley and South Ribble Hospital at 28/05/2018 23:18

## Patient friendly staff

I just want to say a big thank you to the nursing team on ward 10. They were lovely and patient with our dad and us when he was admitted with kidney issues.

Dad says the food was lovely and very generous portions.

Comment left: 17/05/2018 09:13

They never complained when I rang them every morning to check up on him and always helpful and friendly to him and us, answering all our questions.



## 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 is now into its fourth year and continues to grow from strength to strength. We also continue to deliver our Widening Access Programme which supports local young people through education and training to become healthcare professionals.

We continue to offer a growing number of apprenticeships in both clinical and non-clinical roles, with 251 new apprentices joining us during 2017/18. We also provided more than 350 work experience placements for young people from across Chorley, Preston and South Ribble during the year too.

We have been providing college students work based experience and learning as part of their study programme, in particular health, social care business and administration students. This year we piloted a 'winter pressure' placement programme where 50 health care students from Prestons College and Cardinal Newman College fulfilled their work based hours over 10 weeks from January to March 2018. This mutually beneficial arrangement was a huge success for us all and will continue next year.

Our workplace familiarisation programme supported 40 students with learning difficulties to gain experience of working in our hospitals. Our first 'Careers in the NHS' event was also a huge success with more than 600 students, parents and members of the public attending to take part in activities and access careers advice from a range of our clinical and non-clinical departments.

Our newly launched pre-employed programme for 16 – 24 year olds who were Not in Employment or Educational Training (NEET) has supported young people to gain apprenticeships with us or another NHS organisation as a direct result.

The innovative and inspirational LIFE Centre (Learning Inspirations for Future Employment) opened its doors during 2017/18 too. The flagship community facility will motivate, educate and support a wide range of students aged five and above to consider a career in healthcare with the NHS. It includes features such as mocked up ward areas, a mobile educational unit, augmented reality training and 360 degree virtual reality headsets in a cinema room. It is available to other Lancashire based hospital and community healthcare centres to use as part of our shared efforts to attract and develop a workforce who will help ensure Lancashire residents receive care which meets their needs.



## Looking ahead

We celebrated the 70th birthday of the NHS with our local communities this year, looking back at the amazing achievements of this great institution, and the life changing difference that hospital services make for thousands of people every day.

We want to build on this proud history, and make sure our hospitals can continue to provide safe and effective care and sustainable services for the next generation. So 2019 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 CQC 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 is the most challenging we've ever faced. But 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)



## 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.

