



Lancashire Teaching  
Hospitals  
NHS Foundation Trust



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Annual Review  
2015–16

Excellent care with compassion

15

number of miles walked by our porters every day for our patients



150,000

how many square metres of hospital our domestic assistants clean each day



50

trained safety champions



5000

number of meals per day served by our catering teams

390,000

the local population we serve



13,000

mail items processed by our post room every day



£24.7m

efficiency savings delivered this year

15

widening access students offered placements at medical school this year



2855

patients participating in clinical research a year

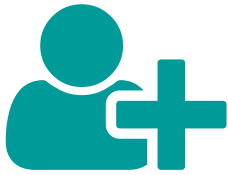


901,000

number of patient contacts per year

200

work experience placements provided



19,925

people are members of our foundation trust

700

volunteers give their time freely to support our work



1.5 million

number of people living in the area where we provide specialised services



7390

members of staff

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## Good progress in a challenging year

We have made some excellent progress in 2015-16, in what has been widely accepted as one of the most challenging years for NHS hospitals.

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

This year we have built on our position as the Lancashire & South Cumbria centre for specialist services, by establishing a regional major vascular service that is fully staffed by a team of experts, with a new state of the art theatre, and dedicated vascular ward, and we have purchased two state of the art linear accelerators for treating patients with cancer.

Our hospitals are getting busier every year, and we have achieved the majority of the national standards this year and continued to provide high quality services despite a significant increase in demand for care. We also achieved our three key quality metrics last year, demonstrating a continued improvement in the standards of care we provide.

Whilst this review reflects our performance in 2015-16, the temporary change to our emergency department at Chorley in April 2016 was necessitated by a shortage of doctors and is a symptom of a national workforce problem. We have developed an ambitious and wide reaching recruitment strategy to manage current staffing issues, and grow our own workforce for the future, which includes having established the first nurse degree programme of its kind in the country, and we are also developing new types of posts that will attract doctors to work in Lancashire. We are aiming to reinstate the service 12 hours a day when the new urgent care centre opens in 2017.

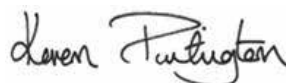
In 2016 we launched our Health Academy, confirming our commitment to developing our staff, and growing our workforce for the future. Our staff have again won awards and gained national recognition for their commitment and practice this year. On behalf of the board we thank all of our staff who work tirelessly every day to provide excellent care with compassion.

We would also like to thank our Council of Governors who represent your views in how we shape and provide services, and our 700 volunteers who all so generously give their time, for together continuing to support us to provide the best care possible for patients.

The coming year certainly won't be easy, but we have a great team, and will work with our patients and families to continue to provide excellent care with compassion.



**Stuart Heys**  
Chairman  
Lancashire Teaching Hospitals  
NHS Foundation Trust



**Karen Partington**  
Chief Executive  
Lancashire Teaching Hospitals  
NHS Foundation Trust





## Busy hospitals

Our hospitals have been exceptionally busy this year, and we have seen 11,245 more outpatients, provided 10,374 more operations, and admitted 1,087 more patients than in 2014-15. More and more people are being admitted to hospital for emergency and urgent care, and an increasing proportion is elderly, who tend to stay in hospital for longer, which inevitably has an effect on our ability to provide treatment on time for everyone who needs a planned operation or procedure.

Overall last year we achieved eight national performance standards (including two cancer targets, and infection prevention and control measures). We were unable to achieve four standards including two cancer targets, the emergency department 4 hour measure, and completing treatment within 18 weeks. In the coming year we will be working on improving the flow of patients through our hospitals so that nobody spends a minute on a ward longer than they need to, and that everyone is discharged promptly as soon as they are well enough. This will provide more time and space to make sure patients receive their tests and treatment on time and we expect to improve our performance in achieving the standards in the year ahead.

We are also working with health and social care organisations to improve how our services work together, as hospitals are just one part of a patient's journey – find out more about those exciting plans in the last section of the review.

### Increasing demand 2014-15 to 2015-16



11,245 more outpatients  
10,374 more operations  
1,087 more admissions

## Delivering the highest standards of care

Our quality strategy: Safe, Reliable and Compassionate sets out our goals to improve the standards of care and treatment we provide.

In the past year we have achieved **98.15% harm-free care** against a target of 98%, reduced inpatient mortality, and improved patient experience – so the quality of care we provide is continuously improving.

We exceeded the reduction in cases of hospital attributable C.difficile we aimed to this year, mainly through better use of antimicrobial treatment, and a new cleaning approach. There were three cases of MRSA last year, all relating to one patient, and whilst this is disappointing, investigations concluded these cases were unavoidable.

Our mortality rates are within the expected range and weekend mortality rates have improved significantly in the past year.

## Sign up to SAFETY

### Sign Up To Safety

We have joined the national Sign Up To Safety programme to further improve the standards of care we provide.

50 members of staff are trained to act as safety champions, and actively promote safety initiatives and practice throughout our hospitals.

Last year there were 235 fewer falls than the previous year. This is a result of a concerted effort and change of process and practice to prevent falls occurring, including:

- An immediate review of any fall that occurs so lessons can be learned quickly
- Harm-free care training
- Refreshed policies to reflect new NICE guidance
- New guidance on the safe use of low beds
- Update of the falls assessment and prevention plan

We have made many improvements in recent years to prevent the occurrence of pressure ulcers, which is having a good impact and there are fewer in our hospitals than the national average.

96.2% of our inpatients had nutrition screening within 24 hours of hospital admission last year, which helps us identify anyone who is malnourished or at risk of malnourishment so that we can quickly provide the support of specialist dieticians. Good nutrition is vital in aiding recovery, particularly for frail patients, and in the past year we have introduced a snack tray to encourage people with low appetites to eat, and finger foods on every menu.

58 cases of C.difficile against an objective of 66



## Dementia-friendly hospitals

We have made great progress in the past year to make our hospitals a friendlier place for people with dementia. People with dementia can be easily confused and find comfort in familiar surroundings, so coming to hospital for treatment for other conditions can be a stressful and frightening experience.

Our ward refurbishment programme has continued to create a dementia-friendly environment. Elderly patients who are admitted with other conditions are screened as routine for dementia. Staff who look after patients with dementia have been appropriately trained, and provide additional support to put people at ease: including offering reminiscing activities and arranging tea parties.

STAY.  
WITH ME

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

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

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

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



Last year we made a number of changes to improve services in response to the feedback we received, including:

- Introducing a new theatre escort nurse role to provide support for patients awaiting day case surgery
- A new pathway for skin cancer patients
- Establishing a new consultant team to make sure every patient staying in a ward that does not specialise in their condition is seen every day
- Mental Capacity Act staff training
- A smoother process to transfer patients who need orthopaedic surgery from Royal Preston Hospital to Chorley Hospital
- A new trauma co-ordination team to make sure patients are listed for surgery as quickly as possible
- A new ward-based surgery so relatives can meet a consultant if they have queries about their relative's care
- Making women's pyjamas available as an alternative to hospital gowns to enhance privacy and dignity
- The installation of soft close doors in wards to reduce noise at night

We also continuously strive to improve the quality of care we provide so that patients have better outcomes and experiences. In the past year we have:

- Introduced an electronic patient record in Critical Care, as part of our journey to achieve a paperless service in the coming years
- Implemented a falls prevention project which has reduced the number of inpatient falls
- Introduced a new Healthcare Assistant Induction Programme and Care Certificate, which has received national recognition for the quality of our training
- Improved the prescribing and dispensing of medicines so that patients do not experience delays when being discharged from hospital
- Introduced tea parties in the cancer ward to promote eating for patients who have often lost their appetites, and create a more sociable atmosphere
- Developed a therapy trauma clinic so emergency department patients with musculoskeletal injury can be seen and treated quicker
- Introduced specialist services for children with epilepsy and complex neuro disability across Lancashire

## Listening and learning

We proactively seek the views of patients and their families so we can resolve any issues promptly and improve services for the future. We gather feedback in a range of ways:

- Through governors and members
- From the Patient Advice and Liaison Service (PALS)
- Reviewing every complaint and compliment
- Feedback received on our website and through social media
- Focus groups
- Patient feedback devices in clinical areas
- The Friends and Family Test

We received 8365 compliments and thank you cards



## Providing specialist services for complex and less common conditions

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

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

The **Lancashire & South Cumbria Cancer Centre**, at Royal Preston Hospital, provides the very best surgical, radiotherapy and drug treatment for cancer patients across the region.

New major trauma ward



New specialist vascular theatre

Our specialist cancer teams are actively involved in a wide range of research programmes to provide our patients with access to the very latest medicines and treatment, helping to improve outcomes and prolong life.

Over the past two years we have been developing a regional vascular centre. People who need complex and life-saving vascular surgery can now be treated by experts in our new state of the art operating theatre at Royal Preston Hospital, and be cared for by our specialist team in our dedicated vascular ward. Changing vascular services so that the experts and specialist technology is located in one place will improve outcomes for people with serious vascular conditions and save lives.

We have now firmly established the Lancashire & South Cumbria Major Trauma Centre at Royal Preston Hospital this year, with the establishment of a dedicated major trauma ward. Our specialist team is now providing dedicated care for patients who are recovering from life and limb threatening injuries, ensuring the best possible start on the road to recovery.



Leading national cancer research studies



Katrina Rigby, our Senior Research Midwife, was awarded the North West Clinical Research Individual Of The Year

## A brilliant workforce, now and for the future

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

There is a national, and for some roles international, shortage of staff in a number of specialties, which makes staffing our hospitals now and for the future a major challenge. So we have developed an ambitious recruitment strategy: it aims to grow our own workforce, starting from talking to school pupils about why they should work in healthcare, through to developing and delivering award-winning teaching programmes for doctors, nurses and allied health professionals. By working in partnership with Bolton University we have created our own nurse degree programme which is the first of its kind in the country, and made links with universities abroad to bring overseas staff to Lancashire.

This year we developed a seven week preparation for nursing programme for students in their second year of health and social care studies at Preston, Runshaw and Cardinal Newman colleges. The programme provides information about nursing career choices and buddying shifts with healthcare assistants. Similarly our medical widening access programme provided support for sixth form students to pursue careers as doctors. 23 students completed the programme and 15 have since been offered placements at Manchester Medical School.

We employ 7390 staff, who undertake a wide range of roles to keep our hospitals running and enable us to deliver services, and together we are united in a shared purpose to provide excellent care with compassion.

72% of staff reported that they are enthusiastic about their job in the national staff survey, up from 69% the previous year. However fewer staff said they would recommend our organisation as a place to work, so we have developed a staff engagement strategy and health and wellbeing strategy, which include a range of initiatives and approaches to address this and create a better working environment for our staff.



### Nurse degree programme

First of its kind in the UK, increasing the number of nurses accessing training



### Widening access programme

Supported 23 young people to access a career as a doctor

### Professions in health showcase

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



## A part of our community

As well as linking with local schools and colleges to promote healthcare careers, we also work with community groups to provide work experience opportunities and mutual support. Last year we partnered with Integrate, a charity that supports people with learning disabilities or other adults who may feel excluded, to create dedicated outside space for our patients who have experienced a traumatic head injury. This provided work experience and an opportunity for social interaction in a safe space, and improved the quality of the environment for our patients.

Last year we extended our workplace familiarisation programme, which offers work experience and learning placements to school and college students who have learning disabilities, to include Preston College and Sir Tom Finney Community High School. Many students who completed the programme have gone on to find jobs. We also provided more than 200 work experience placements to students from schools across Lancashire.

Our Council of Governors represents the views of our local communities through a range of formal and informal channels, and ably hold our board to account. We held eight workshops last year to enable governors to receive information about our performance, and influence our plans.

Our governors participate in a range of working groups to improve the hospital environment, the quality of care we provide, and how we engage the membership. Governors also organise sessions and take part in community events to hear the views of the membership so they can represent the views of the local population, including :

- Hosting a stand at the Preston Health Mela along with our staff.
- Two Our Health Our Care listening events.
- A forum for members to learn more about estates and facilities, including: bed making, medical engineering, health eating, and patient led assessments of the care environment.
- Two research events.

### Carparking

Carparking causes concerns for people living around Royal Preston Hospital and last year we've made considerable effort to work with the local community to hear their views and make any improvements we can. We're currently working with the local authority to reduce the impact of parking on local residential streets.



### The Health Academy

Our Health Academy is a learning centre of excellence and provides award winning training and education programmes for our staff, nursing, medical and allied health professional students, as well as local organisations.

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

Last year we opened a new Surgical Simulation and Technical Skills Centre at Chorley and South Ribble Hospital. This new facility complements the Simulation Centre at Preston, and enables staff and students to develop and practice the very latest surgical techniques.



### Lancashire Clinical Research Facility

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

This provides a purpose built environment for ground-breaking research studies and clinical trials. We have also developed an academic faculty this year to provide support to colleagues undertaking research and help us translate findings into improved practice.

2855 patients took part in clinical research last year, up 5% from the previous year. We are actively recruiting to 150 different research studies, 56 of which were initiated in the past year alone, and are developing a strong portfolio of experimental medicine studies within cancer and neurosciences, services for which we are the Lancashire & South Cumbria specialist centres.



## Balancing the books

We worked with NHS Improvement (previously called Monitor), the hospital regulator, throughout the year to reduce our forecast budget deficit. Through the effort and determination of our staff we managed to deliver £24.7m in efficiency savings – a fantastic achievement considering our collective commitment, from board to ward, to only reducing costs that do not adversely affect patient care. This significant saving has helped reduce our deficit to £29.6m this year, considerably less than the £42m we had originally forecast. We will continue to strive to eliminate the deficit in the coming year.

£24.7m efficiency savings

£29.6m deficit

## Transforming health and social care



In the coming months and years we'll be working with health and care organisations, and our local communities, both in central Lancashire and more widely across the region to transform services.

The population is ageing. People are living for longer with chronic conditions. And more of us are living unhealthy lives and developing preventable diseases. All of this means demand for health and social care is rising and projected to increase further in the years ahead, whilst at the same time costs are escalating and budgets are getting tighter.

So we need to act now, to change how social care and health services work, so that we're supporting people to make better choices and live healthier lives, enabling people to get the care they need, when they need it, in the right setting; so that together we're providing effective and sustainable services.

The local clinical commissioning groups will be leading the Our Health Our Care programme in central Lancashire. They will be talking to you in the coming months about your current experiences and listening to your views about your needs for the future. Our Health Our Care is part of the wider Healthier Lancashire and South Cumbria transformation programme - so we have a golden opportunity to think completely differently about our health and care services, and work with our local communities to design a better system that meets people's needs now and for the future.





## Award winning staff

Our staff continue to receive national recognition for their efforts to provide high quality innovative care and treatment to our patients. This year's awards include:

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

**iNetwork Effective Information Sharing & Security award** – the information governance **Gateway group** won for the Information Sharing Gateway tool.

**NHS Leadership Academy Elizabeth Garrett Anderson MSc - Catherine Taurozzi** was awarded her Degree with Distinction.

**Health Education North West Gold Award** was awarded to the **practice education facilitation team** for outcome monitoring.

**Manchester Medical School Teaching Awards - Dr Shiva Tripathi**, consultant anaesthetist, won the award for best consultant teacher. Best non-teacher was won by **Claire Weston**, Year 3 coordinator.

**Nightingales of the North Awards** - 3 awards were won by **Denise Brooks**, nurse consultant, **Janine Vivers**, senior dental nurse, and **Paula Portoles-Isla**, staff nurse, orthopaedics.

**Medical Management Leadership Category** at The Junior Doctor's Advisory Team's Value-Based Leadership Conference was won by the **Junior Doctor Engagement Team**.

**The Royal College of Radiologists' Edinburgh EAR Congress Research Prize 2015** was won by **Alfred So** (Year 3 medical student).

**Preston College's Science Apprentice of the Year 2015** was won by **Lydia Miller** (Pathology).

**Association of Pharmacy Technicians UK Awards 2015** – **Diane Taylor** won the Outstanding Contribution Award and Pharmacy Technician of the Year, while **Amanda Cooper** was highly commended in the Patient Safety Category.



250

staff a year in leadership development programmes



88,000

surgical procedures performed every year



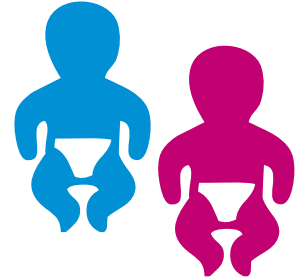
8365

number of compliments received



232

live research studies recruiting patients



4,600

number of births a year



72%

number of staff that feel their role makes a difference to patients or service users



140,000

packs of medicine distributed each month by our pharmacy department



65,892

elective patients



2

Our financial risk rating



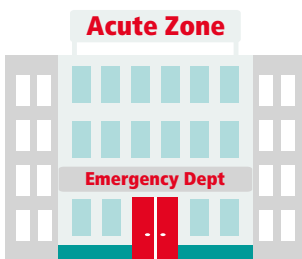
30

elected and appointed governors on our council of governors



51,407

non-elective patients



129,146

number of attendances to our Emergency Department



880

number of diagnostic tests performed every day by our imaging teams

## Royal Preston Hospital

Sharoe Green Lane

Fulwood

Preston

Lancashire

PR2 9HT

Telephone : 01772 716565

## Chorley and South Ribble Hospital

Preston Road

Chorley

Lancashire

PR7 1PP

Telephone : 01257 261222

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Our full Annual Report and Quality Accounts is available on our website.