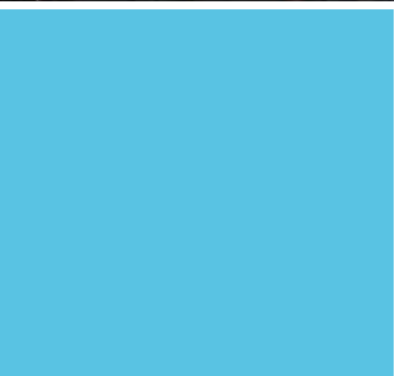




Lancashire Care  
NHS Foundation Trust



2017-2018  
**ANNUAL  
REVIEW**



Excellence

Accountability

Respect

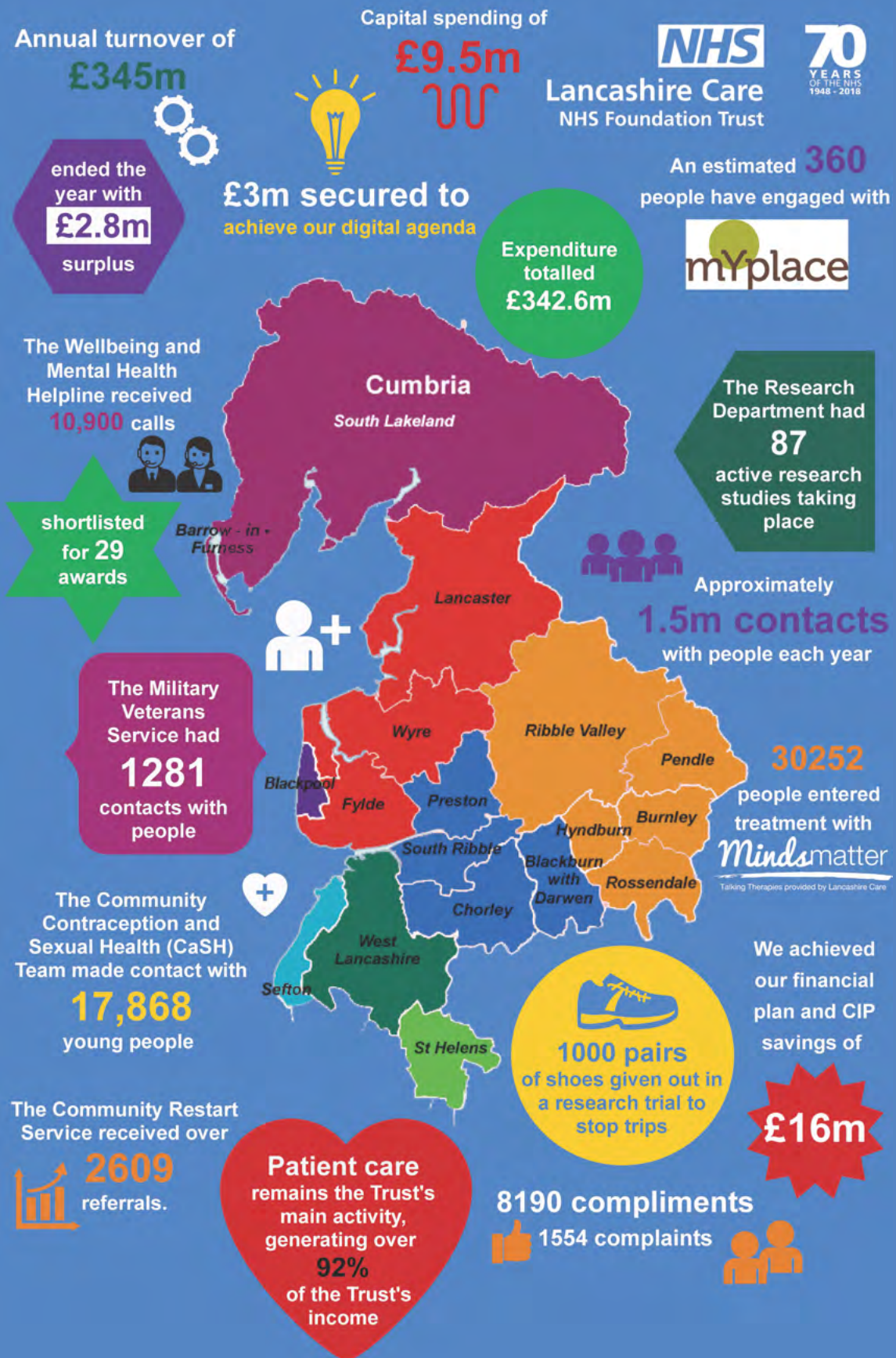
Teamwork

Integrity

Compassion



# TRUST FACTS AND OVERVIEW



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# WELCOME

FROM THE CHAIR AND CHIEF EXECUTIVE

With best wishes:



**HEATHER TIERNEY-MOORE**  
Chief Executive



**DAVID EVA**  
Chair

**THIS IS OUR ANNUAL REVIEW FOR 2017/18 WHICH AIMS TO SHARE WITH YOU THE HIGHLIGHTS OF THAT REPORTING PERIOD, SUMMARISING OUR SUCCESSES, CHALLENGES AND PERFORMANCE.**

We are proud of our performance this year, although we know that there are some areas that we need to improve on in some aspects of our service delivery. We have also heard and taken seriously feedback from our employees about some of the things that they want to see changed or improved. Working in the NHS at this time is not easy, there are a lot of competing demands on our employees and we aim to do the best that we can to support them so that they can do their best for the people that use our services. Some of the challenges that we have experienced this year, particularly in our mental health services, require action by the whole health and care system in Lancashire and we have been talking to our partners about this so that we can work together to address them.

Quality remains our absolute priority and we continue to deliver our Quality Plan; you can read more about our priority areas in the plan on page 11. The delivery of this plan serves to achieve our vision: High quality care, in the right place, at the right time, every time. Going forwards, we plan to further embed quality improvement in the organisation using a more data driven approach so that we can measure the impact of our quality improvements and be assured that we are making the progress that we set out to achieve. Our quality led strategy

means that every decision that we make is informed by our quality aspirations. All of our transformations and savings this year have been achieved by putting quality first and having robust quality impact measures in place to ensure that any changes we make do not have an adverse impact on quality.

All NHS organisations have the challenge of balancing efficiency and quality, and this year we performed well. We met all of the targets set by our regulator, NHS Improvement, and delivered our financial plan. We were rewarded with some extra funding for achieving this and this money will be re-invested back into our services; the credit for this is one that we can share across the Trust as everyone played a part.

We achieved some great things this year and put the plans in place for developments that will come into fruition during 2018/19. You can read about some of these in this review and further detail is available in our full annual report that you can find on our website [www.lancashirecare.nhs.uk](http://www.lancashirecare.nhs.uk).

**Thank you for your on-going support and please keep in touch and up to date with our good news by following us on Twitter @LancashireCare.**



“Our aspirational vision was developed and defined with the involvement of our people as a way of making sure that everyone is able to contribute to the delivery of high quality care”

# OUR SERVICES, VISION & STRATEGY

## SERVICE INFORMATION

The Trust’s services are arranged into clinical networks as follows:

- The **Mental Health network** provides services for adults aged 18 and over, including the provision of specialist secure services.
- The **Community and Wellbeing network** provides community/ specialist nursing and therapies, learning disability services, intermediate care service, rheumatology and dentistry services as well as improving access to psychological therapies (IAPT) services.
- The **Children and Families Wellbeing network** provides mental health and wellbeing services up to the age of 25 and public health services.

A full list of the services provided by the Trust can be found at [www.directory.lancashirecare.nhs.uk/index.php](http://www.directory.lancashirecare.nhs.uk/index.php)

## OUR VISION & VALUES

Our aspirational vision was developed and defined with the involvement of our people as a way of making sure that everyone is able to contribute to the delivery of high quality care. Alongside our quality outcomes, it sets out what we want to achieve for the people that use our services.

Our core values guide how we behave and treat each other and the people that use our services.



## OUR STRATEGY

The Trust’s strategic plan was refreshed to ensure that it remains flexible and emergent in response to national policy as well as local changes affecting health and social care.

The Trust continues to pursue its ambition to deliver high quality, sustainable services to the people it serves and is working with its partners to transform services across Lancashire and South Cumbria.

Our strategy has 6 priorities with quality being number one and directing everything that we do and every decision that is made. By delivery of our quality led strategy, we aim to achieve our vision by 2022.



**TO PROVIDE HIGH QUALITY SERVICES**

To deliver sustainable services that meet the needs of local people	To become recognised for excellence	To employ the best people	To provide excellent value for money in a financially sustainable way	To innovate and exploit technology to transform care
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# OUR CQC RATING

## CQC IN SUMMARY

### THE CQC UNDERTOOK AN INSPECTION OF THE TRUST DURING JANUARY AND FEBRUARY 2018, VISITING 5 CORE SERVICE LINES AND ASSIGNED A RATING OF REQUIRES IMPROVEMENT OVERALL.

The inspection team visited our secure services at Guild Lodge and Longridge Hospital, which were both rated as good. A rating of good overall was also assigned for caring and responsiveness, which we are proud of as it demonstrates how our frontline teams are dedicated and committed to meeting patients' needs. The CQC also commented on the openness and honesty that they had witnessed at the Trust.

The CQC team also looked at our children's and adult mental health wards and crisis services, including places of safety (136 suites) and these are the services in which the inspectors have reported that improvements need to be made.

Having identified issues within services that had already been openly shared with the CQC, the reports confirm the areas that the Trust needs to focus on to make improvements and action is already being taken. We also recognise that there are some aspects of the well-led domain that need to be addressed at an operational level. At a strategic level, the inspection team was assured that Board members have good oversight and understanding of the key priorities, risks and challenges faced by the Trust and had identified actions to address them.

This year has seen an increased demand for mental health services nationally and this has had an impact on

the rating to some degree due to challenges with staffing, which in turn affects rates of supervision, appraisal and training amongst staff that we know needs addressing to maintain a high standard of care. A system wide response is needed to address some of the challenges that the Trust has been experiencing within its mental health services; the Trust has now secured this support and a joint solution to system pressures is being progressed.

An action plan has been developed to make the required improvements. This is linked to the development of a Quality Plan for the next 3 years which will serve to ensure that these improvements are sustained.



The Trust has 15 core service lines, which were subject to a full inspection in September 2016 and an overall rating of good was assigned:

- The re-inspection took place between 8 January and 21 February 2018, and 5 core services were inspected. Four of these were rated as 'requires improvement' which is what the overall rating is based upon.
- Our community services have improved overall to 'good.'
- We need to make some improvements in our mental health services and we are working with our partners across the health economy to do this jointly.





# OUR QUALITY PRIORITIES

PROVIDING HIGH QUALITY CARE IS OUR NUMBER ONE AIM. THE TRUST'S ENTIRE STRATEGY HAS BEEN DEVELOPED TO SUPPORT THE ACHIEVEMENT OF THE TRUST'S VISION AND TO ENSURE THAT PEOPLE ALWAYS HAVE A GOOD EXPERIENCE OF OUR SERVICES.

## WE HAVE THE FOLLOWING QUALITY PRIORITIES:

### FOR PEOPLE USING OUR SERVICES

#### MENTAL HEALTH CLINICAL RISK ASSESSMENT:

We are reviewing how we assess risk to improve safety and reduce serious incidents.

#### HOLISTIC CARE PLANNING:

We are improving how we do care planning with the involvement of people who use our service, their families and carers.

#### STANDARDS OF RECORD KEEPING:

We are improving our record keeping and introducing a new electronic system to support the development of meaningful care plans with the people that use our services.

#### STAFFING FOR QUALITY AND SAFETY:

We are working to ensure that we always have safe staffing levels across our clinical services.

#### SECLUSION:

We are improving our practice to promote the safety and experience of people in seclusion and ensuring that we are complying with the Mental Health Act Code of Practice.

#### END OF LIFE CARE:

We are continuing to embed the significant improvements that we have made in caring for people at the end of their life across our services.

#### PRESSURE ULCERS:

We will continue the significant improvement in the prevention of avoidable pressure ulcers and the delivery of high quality skin care. This priority supports our aim of zero preventable pressure ulcers by 2020.

#### MEDICATION SAFETY:

We aim to reduce medication errors and medication related risks.

#### PHYSICAL HEALTHCARE IN MENTAL HEALTH:

We aim to improve the physical health of patients on our mental health wards.

#### MENTAL HEALTH LAW:

We are ensuring that mental health law is correctly applied in order to deliver safe and effective care and ensure our patients know their rights.

### FOR PEOPLE WORKING IN OUR SERVICES

#### APPRAISALS:

We will ensure that all staff have a meaningful appraisal that supports our vision, values, strategic priorities and shared objectives.

#### CORE SKILLS:

We will ensure our employees have the skills that they need to deliver high quality care.

#### SUPERVISION:

We want all staff to have access to meaningful and effective supervision, and we are developing a system to help record this.

#### NEW PROFESSIONAL ROLES:

We are exploring, introducing and developing new professional roles to meet changing clinical and workforce needs.

#### SUPPORTING STAFF FOLLOWING ADVERSE EVENTS:

We want all staff to feel supported after adverse and traumatic events.

#### REDUCTION IN VIOLENCE AND AGGRESSION:

Our commitment to staff is that we do not accept violence and we aspire to reducing violence and aggression towards our staff. We are also ensuring that staff have the skills and capabilities to prevent and manage violence.



# OUR QUALITY IMPROVEMENT PROJECTS

OUR ANNUAL QUALITY IMPROVEMENT CONFERENCE BRINGS FRONTLINE TEAMS TOGETHER TO SHOWCASE THEIR QUALITY IMPROVEMENT INITIATIVES, AND SHARE GOOD PRACTICE AND LEARNING ACROSS THE ORGANISATION. BELOW ARE SOME GREAT EXAMPLES OF OUR QUALITY IMPROVEMENT PROJECTS:

## CHANGE TALKS:

Supporting the mental health of young people is a key priority both nationally and locally. Many young people experience mental health issues and are not always able to talk about this openly or aren't sure who to go to for help. During this year, we employed a young person with lived experience of mental illness to deliver a programme of 'Change Talks' in schools across Lancashire. These talks have proved very effective in encouraging young people to speak more openly about how they are feeling, reducing the stigma associated with mental illness and resulted in the identification of some students in need of help who are now getting it. These talks have been welcomed in the schools where they have been delivered and demand has grown with a number of schools wanting to take part in the programme. As a result of this we are now working to build on the success of this initiative and develop a more formal health and wellbeing offer to schools.

## IMPROVING SPEECH & LANGUAGE ASSESSMENTS:

It is really important that children with communication difficulties get the help they need as early as possible

and assessing their ability in a range of settings is crucial in understanding the difficulties that they are having. Armed with this knowledge, our Burnley and Pendle team changed the way that they undertook initial assessments for pre-school children using play to make the process less formal, faster and more fun whilst at the same time increasing the productivity of the service by reducing waiting times. There has been some great feedback from families about this more informal approach and quick access to the service which has reduced their anxiety and means that they can be signposted to further assessments or therapy faster than before. Due to the success of this new approach to initial assessments, the Children and Young People's network is now considering other teams that this could be applied to.

## 'FIVE WAYS TO WELLBEING':

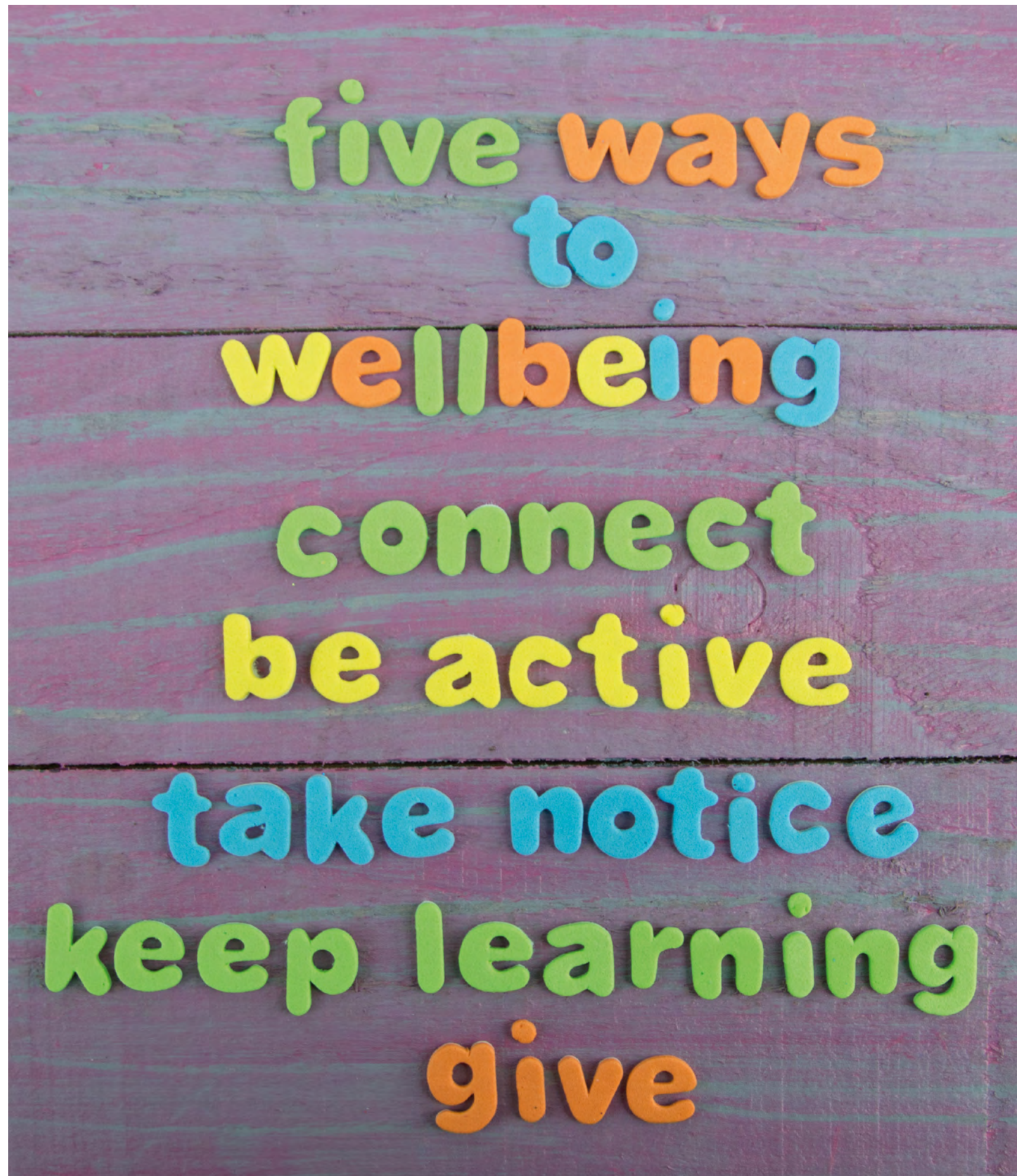
This programme was rolled out to people coming into contact with the criminal justice system, supporting them through the first six weeks following contact with the team in police custody.

The idea for this initiative followed a complaint from a service user about long waits which reduced their motivation to engage, making it

less likely for them to attend future appointments which is essential in terms of reducing further contact with the criminal justice system.

The programme uses evidence based mental health messages to improve mental health and wellbeing over a 6-week course using these principles: connect, be active, take notice, keep learning, and give. It provides service users with tools, techniques and resources to improve their overall wellbeing and gives the opportunity to focus on their strengths and identify how they can use these to build resilience.

The feedback received speaks for itself: "Before I started this group I was feeling stressed and anxious. I was struggling and not wanting to get involved with anything. Now I'm taking part I can feel some of my stress and anxiety has eased a bit. I have felt good about involving myself in discussions and opening up a little to others who attend. The staff members who run the group are really good and understanding about each other's issues, and are really good in how they run each session making sure everyone is comfortable and relaxed."







# OUR PEOPLE

**WE ARE LUCKY TO HAVE A DIVERSE WORKFORCE WHO ALL BRING SOMETHING SPECIAL TO THE TABLE WITH OVER 6,500 MEMBERS OF STAFF DELIVERING SERVICES ACROSS MORE THAN 400 SITES.**

Our ambition is to ensure that Lancashire Care is a great place to work and receive treatment, and in order to do this, we know that listening to feedback from our staff about what matters to them is really important. Our People Plan has been developed using feedback from staff who told us what we could do to make the Trust a better place to work. The plan is designed to change and respond to incorporate new feedback we receive through methods such as the staff survey, our CQC inspection, health and wellbeing survey and feedback received in teams.

This year, feedback from staff gave us a clear indication of the areas that we need to focus on and improve to make the Trust a better place to work and receive treatment. We recognise that our frontline teams in particular work very hard in challenging circumstances and we have a responsibility to ensure that they feel well supported, appreciated and have a good experience of coming to work. The focus of the People Plan has changed as a result of this to concentrate on the things that will make the biggest difference at a team level over the course of the next year.

**HERE IS A PROGRESS UPDATE ON WHAT HAS BEEN HAPPENING SO FAR AND THE WORK THAT WILL PROGRESS OVER THE NEXT 12 MONTHS:**

**RECOGNITION AND APPRECIATION:**

Many of our services have been making an extra special effort to say thank you to staff for the little things that make a big difference. This year's Quality Improvement Conference highlighted 36 examples of outstanding practice, and more focus has been given to appraisals being person-focussed to enable better conversations about wellbeing, contribution and potential.

**QUALITY OF CARE PROVIDED TO PATIENTS AND SERVICES USERS:**

Our CQC action plan is providing a solid basis for improvements that we know need to be made to our services. Lots of our services are pioneering co-production with service users and their families so that services are shaped with the people who use them at the heart.

**REPORTING OF INCIDENTS, ERRORS AND ACTION TAKEN:**

Senior leaders have been undertaking Human Factors Training to recognise their impact on error reduction as the Trust works towards having a just and learning culture which is all about making sure that staff involved in a patient safety incident are treated fairly. This supports a culture of openness to maximise opportunities to learn from mistakes.

**BULLYING AND HARASSMENT:**

It is recognised that behaviours should be modelled from the very top of the organisation and so Board members have all undertaken anonymous 360 feedback. Specific work is also happening to look at hate crime and prevent bullying and harassment, and freedom to speak up champions have been introduced so people can talk about what they are experiencing at work in confidence.

**STAFFING AND TEAMS:**

A nurse retention programme has launched called 'taking care of your future' to understand what we can do to support the aspirations of our nursing workforce. More teams are also making use of the apprenticeship levy for team training with 48 existing employees undertaking apprenticeships. In addition to this 39 new apprentices have been recruited. Nurse associates have been employed to work alongside existing support workers and nurses to deliver hands on care and support teams in providing care to patients and service users, and our Organisational Development Team has also been running team resilience sessions to equip staff with the skills to be able to recover and feel more able to cope with stress.









# OUR PARTNERSHIPS

THE TRUST WORKS WITH A WIDE RANGE OF PARTNERS TO DELIVER HIGH QUALITY HEALTH AND WELLBEING SERVICES. WE UNDERSTAND THE VALUE THAT OUR PARTNERS BRING AND APPRECIATE THE WAY IN WHICH THEY ENHANCE THE SERVICES THAT WE PROVIDE. DETAILS OF OUR PARTNERSHIPS CAN BE FOUND AT [WWW.LANCASHIRECARE.NHS.UK/OUR-PARTNERS](http://WWW.LANCASHIRECARE.NHS.UK/OUR-PARTNERS) AND HERE ARE A FEW EXAMPLES:



## LANCASHIRE WILDLIFE TRUST

Our partnership with the Lancashire Wildlife Trust has led to the development of the fantastic Myplace project for young people. The project has proved extremely successful in supporting young people in their recovery journey whilst enjoying the great outdoors and building their confidence.

## RECOVERY AND RESILIENCE

We are proud to be working in partnership with ImROC to build a culture of recovery and resilience within our services. This is about supporting people to live meaningful and satisfied lives, taking into account some of the struggles that people may encounter in their everyday lives.

We are aiming to build recovery principles into everything that we do to achieve improved outcomes and experiences for the people that use our services. There is also evidence

to suggest that providing recovery-orientated services increases job satisfaction for the staff who provide those services, improving morale and leading to a more motivated and engaged workforce.

ImROC is supporting the Trust to achieve its plans by providing expert technical help to achieve the following priorities in co-production with the people that use our services:

- **Changing the nature of day-to-day interactions and the quality of experience of people using the service and those who are close to them** – This work aims to support continued change in the culture of the organisation so that it fosters a recovery-focussed approach in every conversation. This involves thinking about how we need to change the conversation, and accordingly change our relationships, roles and practices, at individual, team and service level.
- **Ensuring organisational commitment and changing culture: moving from traditional 'user involvement' to co-production** – This is about fully involving the people that use our services in all aspects of service design and delivery, and ensuring that they are consulted and engaged from their first contact with the Trust. Co-production serves to ensure true collaboration and shared decision-making.



## RICHMOND FELLOWSHIP

We work with Richmond Fellowship to support people with mental illness. Sparkies café at The Harbour is run by Richmond Fellowship and we are planning to open a similar facility at our refurbished Pennine Lancashire inpatient service. In 2017/18 we also worked together to open new facilities within the community where people who are experiencing a mental health crisis can stay for up to 7 days and receive a personalised care plan and support. We have had some great feedback from people that have accessed this service.

## LANCASHIRE ADULT LEARNING

This partnership supports the recovery and wellbeing of the people that use our services. Lancashire Adult Learning offers a broad range of qualifications and courses to adults across the county in support of their health and wellbeing. We are really looking forward to working with them in the delivery of our new Central Lancashire Moving Well service to support people to manage their pain and lead a fulfilled life.

## ESTABLISHING A RECOVERY COLLEGE

We are developing a service user led recovery education programme which will be provided via a hub and spoke model across Lancashire offering recovery training programmes for service users, staff and carers. We will also be developing training, support and supervision for peer support workers and producing service user-led training initiatives. We have established links with UCLan and the higher education sector and are working with Lancashire Adult Learning to support and deliver bespoke training where possible.



# AWARD WINNING & ACCREDITED SERVICES

THIS YEAR WE HAVE BEEN SHORTLISTED FOR NUMEROUS NATIONAL AWARDS AND ARE DELIGHTED TO HAVE SEEN SOME OF OUR TEAMS AND INDIVIDUALS PICK UP ACCOLADES FOR THE WORK THAT THEY HAVE DONE. HERE IS A SUMMARY OF OUR AWARD WINNERS OVER THE YEAR WHO WE ARE VERY PROUD OF FOR THE EXTRA EFFORT THAT THEY HAVE MADE TO ENSURE THAT THE PEOPLE ACCESSING OUR SERVICES HAVE A GREAT EXPERIENCE.

**AMY BROWN**, a Student Health Visitor, won the Queen's Award for outstanding achievement. She was nominated by her course leader for her standards of clinical observation, supporting her peers, hard work and the rapport that she was able to build with families. She was described as an overall exceptional student.

**KAREN SEAL** won the 'Mental Health Worker of the Year' in The Gazette Health Awards for her tireless work in supporting people with eating disorders.

**OUR PHARMACY TEAM** won the International College of Mental Health Pharmacy (CMHP) Oral Presentation Award for their newly developed Virtual Learning Environment.

**THE MOOD ON TRACK PROGRAMME** ran by the Psychosis and Bipolar Psychological Care Network won a Positive Practice in Mental Health Award for their innovative work in providing an assessment and treatment service which is dedicated to individuals who have a diagnosis of Psychosis and/or Bipolar Disorder. (Pictured below).



**OUR COMMUNITY RESTART SERVICE** in Blackburn with Darwen alongside Kiran Ladies group were given a Peerfest 17 award in the 'Doing it for Ourselves' category. The group is a self-led and self-supporting peer group of 50+ ladies who support, advise and engage in physical and developmental activity for ladies in the Brookhouse area of Blackburn. They specialise in activities such as self-defence, gentle exercise, health and wellbeing talks and sessions, and tips on healthy eating.



One of our volunteers was a winner at the Volunteer of the Year Awards. **MICK BUCKLEY**, who volunteers at the Trust's Ribbleson Bike Revival project in Preston, was awarded the Best Cycling Achievement and Individual Achiever of the Year Award for his commitment to supporting people to experience cycling.

**OUR FINANCE TEAM AND MENTAL HEALTH NETWORK** won a prestigious HFMA Award in the innovation category for making improvements to community mental health services, achieving quality, efficiency and sustainability. (Pictured below).



**ELYSIA COCKSHOT**, a volunteer in our Child and Adolescent Mental Health Services, won the Volunteer of the Year Award at the National Children and Young Peoples' Mental Health (CYPMH) awards for raising awareness about mental health.



**TIM LOCKWOOD** was presented with the Steward of the Year Award from the Chartered Society of Physiotherapy for supporting a member of the society through a particularly challenging time.





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# HIGHLIGHTS OF 2017/18

2017/18 WAS A GREAT YEAR AT LANCASHIRE CARE WITH ACHIEVEMENTS, AWARD WINS AND SOME FANTASTIC SERVICE DEVELOPMENTS.

## QUARTER 1

The introduction of a frailty service was a huge success preventing extended hospital stays, supporting working across organisations and improved pathways with over 500 patients referred to the service.

**1** Mental health nurse Karen Coutts was shortlisted for an RCNi Nurse Award after being nominated by a patient for helping her to move forward after a diagnosis of dissociative identity disorder.

The Trust partnered with Servelec to kick off its plans to introduce a new electronic patient record (EPR) solution, RiO.

We started a partnership with other Trusts and the University of Central Lancashire to deliver a new Nurse Associate programme. This innovative new nursing role will work alongside registered nurses and healthcare support workers to deliver direct patient care, focusing on ensuring patients continue to receive compassionate, person-centered care.

In partnership with Brook, we opened a new sexual health clinic for young people in Lancaster. Under 25s in the area can visit the Waterview Clinic for contraceptive services, testing and treatment for sexually transmitted infections.

**2** We officially opened a Mindmatter service in West Lancashire within a local GP Practice so that people can easily access talking therapies in this area.

We were delighted to have been selected by NHS England to develop 1 of 4, new mother and baby units (MBU) in the country. The unit will provide 8 beds for new mums with mental health problems to be cared for alongside their babies.

**3** Alongside Richmond Fellowship we opened a new facility in Chorley where people who are experiencing a mental health crisis can access support. Willow House in Coppull provides short term placements for up to 7 days with highly trained teams working alongside people to develop support plans and coping mechanisms.

Our inpatient mental health services for young people were co-located onto one site in Heysham. The opening of The Cove increased the number of beds available for young people aged 13 through to 18.

We were delighted to become the provider of community services in Southport & Formby and to continue building relationships with local GPs, the third sector and Southport & Ormskirk Hospital NHS Trust to deliver a high quality service for people in this area.

**4** Following a nomination by Chief Executive Heather Tierney-Moore, we were delighted to see Martin Jackson, a Technical Instructor at Guild Lodge, attend the Queen's Garden Party for his dedication and commitment to improving service user experience. Martin was recognised for his work in helping service users learn and improve on their computer skills by providing access to further educational opportunities.

A new Acute Therapy Service (ATS) was launched in East Lancashire to support people in mental health crisis using a psychologically led, skills based programme based on the principles of Dialectical Behaviour Therapy (DBT).

## QUARTER 2

**5** The Myplace project was launched with our partners at the Lancashire Wildlife Trust to encourage young people to explore the environment and participate in eco-therapy based activities to develop new skills, increase their self-esteem, build resilience and improve their self-confidence.

The East Lancashire Criminal Justice Liaison and Diversion (CJLD) Service was shortlisted for the National Learning Disabilities and Autism Awards in the 'Making a Difference' Award category. This team works alongside people of all ages who come into contact with the criminal justice system to support their needs being met.

We opened a new service in Central Lancashire to support people in times of mental health crisis. The Arkwright Unit is based at Royal Preston Hospital and provides 6 places where people can be safely assessed and receive support 24/7.

**6** We were pleased to welcome Lord Carter who visited the Outpatient Parenteral Antimicrobial Therapy (OPAT) service which we run collaboratively with Lancashire Teaching Hospitals. The service treats patients in need of intravenous antibiotic therapy without the need for admission and has been extended so that people who are frail or not able to travel can be treated at home.

The Chorley Community Wellbeing Service was launched with Chorley Council to support community wellbeing by focusing on prevention and early intervention. This has brought together frontline teams from the trust and the council with the aim of ensuring that the local community has the support that it needs to live well and look after themselves.

The next phase of the Trust's long term plans to improve its inpatient mental health services was agreed. A new 30 bed service will be provided from Chorley Hospital for the Central Lancashire locality alongside our new mother and baby unit. The Trust's existing service at the Royal Blackburn site is being refurbished to provide 12 assessment beds and will become the inpatient service for Pennine Lancashire when the Trust moves off the Burnley General site.

**7** The Trust topped the 'volume of research' category in a national NHS league table on research.

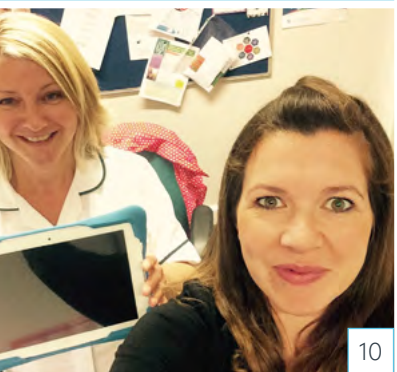
**8** Our Child and Adolescent Mental Health Service (CAMHS) pioneered a novel idea to promote inclusion and participation among young service users with learning disabilities or autism by including them on the interviewing panel for recruiting new members of staff.

**9** A new reflective space for patients opened at the Scarisbrick Unit. Named 'The Green Room,' the space enables an area for patients to relax, wind down, have a chat or use as a religious or spiritual environment.



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## QUARTER 3

A place of safety for young people who have come into contact with the police and are suffering mental health difficulties was opened in Preston. The Rigby Suite is based at Royal Preston Hospital for young people under the age of 19 providing access to a range of professionals and support.

**10** Tablet technology was introduced onto our older adult wards as part of a pilot led by psychology to explore the therapeutic gain of using these devices amongst older people with severe mental illness or dementia. The results showed significant improvement in mood and engagement immediately after using the tablet.

In partnership with Disabled Go we did an assessment of our core sites to make sure that they are accessible. Information is also available on the Trust's website and on the Disabled Go app to help people to get the information they need about on site facilities in advance.

**11** Two of our mental health teams picked up awards at the national, prestigious Positive Practice in Mental Health Awards. The Trust's Mood on Track Programme run by the Psychosis and Bipolar Psychological Care Network won the 'Psychological Therapies in Secondary Care' Award and the Trust's Acute Therapy Service (ATS) was also awarded highly commended in the same category for their work in improving the care pathway and choices for individuals when they are in a mental health crisis.

**12** **13** **14** The Trust's Pharmacy Team won the oral presentation award for their newly developed Virtual Learning Environment (VLE) at the international College of Mental Health Pharmacy (CMHP) Conference.

We were delighted to welcome His Royal Highness Prince Harry to meet the young people involved in our Myplace project at Brockholes that we run in partnership with the Lancashire Wildlife Trust. Prince Harry enjoyed venturing into the Viking Wood and chatting to the young people whilst toasting marshmallows over a log fire.

Lancashire Care was listed within the top 3 NHS Trusts in The UK's Top 50 Employers for having a diverse and inclusive workplace. This was the second year in a row that the Trust featured in this list, this time moving up 25 places ranked number 24 out of 50 organisations in the UK for their outstanding efforts and commitment to attracting and retaining a truly diverse workforce.

One of our bike revival scheme volunteers was awarded a Cycling UK Volunteer of the Year Award for his commitment to supporting people to experience cycling. Mike has selflessly worked over 2,300 unpaid hours for the Trust and was presented the award by Chris Boardman MBE and Lee Craigie.

The Trust's Research and Development (R&D) Department gave out 1,000 pairs of clinical shoes as part of a trial of high grip footwear to reduce slips during work.

**15** The official opening of the Clinical Research Facility that we run jointly with Lancashire Teaching Hospitals took place. The collaboration of the two Trusts and Lancaster University plays an important role in discovering new treatment and improving care for the future.

In a sample of North West Trusts, Lancashire Care was ranked as the top performer in reducing the amount being spent on clinical agencies by increasing the number of shifts filled with bank staff.

A facility for people in Blackpool experiencing mental health crisis opened at Blackpool Victoria Hospital, provided in partnership by the Trust and Richmond Fellowship. The unit is accessible for people 24 hours a day and provides an alternative pathway for people requiring urgent mental health assessment and support.

The team at Longridge Community Hospital were praised for achieving 100 days without patients developing new pressure sores.

We achieved the status of a 'Disability Confident Employer' for work to increase understanding and challenging attitudes towards disability. The Trust was recognised for going the extra mile to ensure that people living with disabilities or long term health conditions get a fair chance in seeking employment.

## QUARTER 4

NHS England rated the care of diabetes in Central Lancashire, delivered jointly by the Trust and local CCGs, as outstanding.

In collaboration with Berkshire Healthcare NHS Foundation Trust, we are proud to be a fast follower in the global digital exemplar programme. This will bring £3 million for the Trust to advance its digital agenda during 2018/19 and 2019/20.

The Trust was proud to support a pilot programme that pledges to support employment opportunities for Military Veterans in the NHS. The Step into Health programme connects employers in the NHS to people from the Armed Forces community, by offering an access route into employment and career development opportunities recognising the transferable skills.

Alongside the Lancashire Wildlife Trust, we were proud to pick up an award for developing the Myplace project at the first ever national Children and Young People Mental Health (CYPMH) Awards ceremony.





# OUR CONTRACTUAL ACTIVITY

## SERVICES WE HAVE ACQUIRED OR RETAINED AFTER TENDER PROCESS IN YEAR:

CONTRACT AWARDED	VALUE P/A	TERM	DATE AWARDED	EFFECTIVE FROM
Southport & Formby	£13.5m	4+1 years	November 2016	May 2017
Universal Services (0-19) BwD	£4m (reduced by £.3m)	3 years	November 2016	April 2017
ODN Northwest Delivery Network Host	£100k	1 year	March 2017	April 2017
Perinatal Mental Health	£2m	5 years	April 2017	April 2017
Mental Health Liaison Services for Adults and Older Adults	£1,984,097.00	1 year	April 2017	TBC 2018/19
Perinatal Capital Funding	year 1 £2.47m year 2 £1.037m	2 years	August 2017	October 2017
Integrated Musculoskeletal Service (iMSK)	£7 - £7.2m	5 +2 years	March 2018	June 2018

## SERVICES LOST IN YEAR:

CONTRACTS	VALUE P/A	DATE LOST	EFFECTIVE FROM
Childhood Immunisation	£3.5m - £819k actual loss to LCFT £602,688	28 April 17	September 2017
HIV	£2.23m	1 Dec 16	August 2017
Universal Service 0-19 Public Health Nursing Services	£20.8m	27 Nov 17	April 2018 – legal challenge made

The Trust made a joint challenge alongside its partner Blackpool Teaching Hospitals NHS Foundation Trust against Lancashire County Council’s procurement decision to award the Universal Services contract to Virgin Care Services.

In June 2018, the judge upheld the challenge and concluded that the procurement decision to award the contract to Virgin should be set aside. This did not result in the Trusts being awarded the contract but an agreement had been made with Lancashire County Council that the Trusts would continue to provide the service in the interim until March 2019.

We did not want to go to court and did not enter into this process lightly. We are very proud of this service and the staff that deliver this essential support for children and families across Lancashire. This is one of the reasons why we made the challenge as well as wanting to understand the basis of the decision made by Lancashire County Council. The ruling by the judge suggests that our difficult decision to make the challenge was the right one in the interests of patients and staff, as well as for the two Trusts.

## SERVICES DIVESTED FROM IN YEAR:

CONTRACTS	VALUE P/A	EFFECTIVE FROM
Minor Oral Surgery	Central circa £51.6k East circa £118k	Central: October 2017 East: May 2017
Offender Health Lancashire Prisons	£13.3m	April 2017
Dental Helpline	£86k	April 2017
Liverpool Prisons	Circa £6.8m	March 2018

The Board made a strategic decision not to tender for Lancashire prisons due to financial and quality issues with the contract and this set the basis of the decision to give notice early on the service at HMP Liverpool in August 2017. The Trust inherited significant challenges when it was asked by NHS

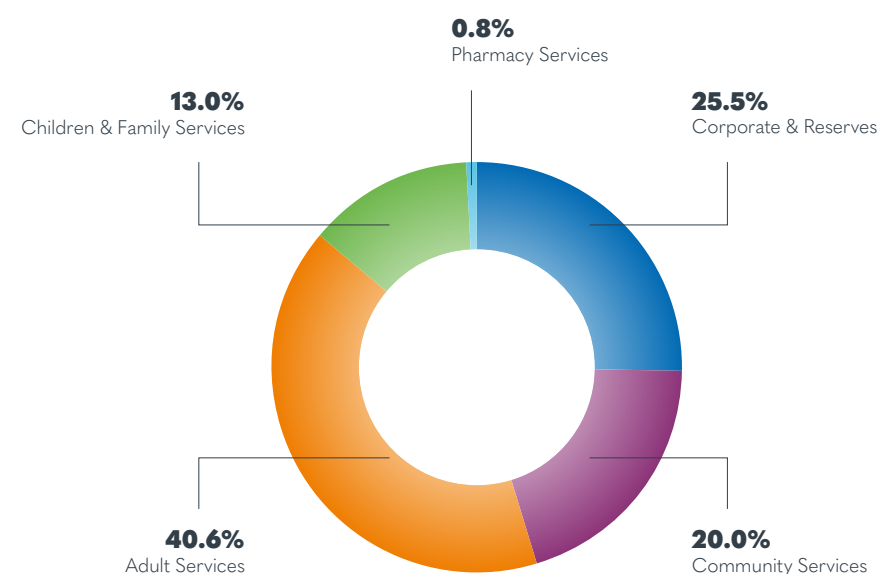
England to take on the contract as a result of the failings that had been identified within the previous provider, Liverpool Community Trust. The Trust continued to provide the service until the notice period ended on 31 March 2018 and a new provider is now in place.





# AN OVERVIEW OF OUR FINANCES

**AFTER OVERCOMING SOME CHALLENGES IN THE YEAR, THROUGH ROBUST MANAGEMENT AND THE SUPPORT OF ALL EMPLOYEES, THE TRUST ENDED THE FINANCIAL YEAR IN A GOOD POSITION. THE ACHIEVEMENT OF OUR FINANCIAL PLAN MEANT THAT WE ACHIEVED A SURPLUS OF £0.3 MILLION AND WERE AWARDED INCENTIVE FUNDS TOTALLING £4.5 MILLION. THE TRUST WILL BE ABLE TO USE A PROPORTION OF THIS MONEY TO INVEST BACK INTO SERVICE DEVELOPMENTS AND PATIENT CARE DURING 2018/19. THE CHART SHOWS OUR SPENDING DURING 2017/18.**



## SAVINGS

All of our transformation and saving plans are driven by quality improvements that release efficiencies and make the best use of resources to ensure that we maintain high standards and levels of experience amongst the people that use our services.

This year we need to save £11.4 million and we will use our tried and tested approach to deliver our financial plan for 2018-19. Robust quality impact assessments are in place to ensure that there is no adverse impact on the delivery of quality.



We listen carefully to the feedback that we receive from the people that use our services to learn and improve. There are times when we don't get things right for someone and it is important that we make it as easy as possible for people to share their experience as this can be difficult to do. We also appreciate hearing feedback from people that have had a good experience of our services. This means a lot to our staff and helps us to share good practice across the Trust.

## LISTENING & LEARNING

These are some examples of learning and improvement as a result of hearing feedback. Many of our Quality Improvement projects on page 12 also started in response to feedback from people using our services.

**Improving phone communication with people using our Mindsmatter service:** Feedback was received about the experience a person had of initial telephone contact with the Mindsmatter service. They felt that no proper introduction to the service was made before they were asked questions, that the tone of the caller was unfriendly and that they were not advised that personal details would be needed before they could progress. They received a full apology from the service, and the admin team met to discuss the concerns with further training being arranged for staff as an outcome.

The service wanted to investigate if the initial telephone communication with people using the service could be improved further so they engaged with people using the service to ask them

about their experience of first contacting the service using a survey. The survey results were positive stating that the service had made things clear and informed them that they would be asked questions to progress their referral. The majority of respondents also felt that the first initial phonecall could not be improved. The survey also highlighted that admin staff can sometimes find phonecalls with people using the service challenging. This has been addressed by co-designing training with staff to develop their skills further in telephone communication with people contacting their service and calls are now recorded.

**My voice always matters, Guild Lodge:** It had been identified that levels of feedback from the Trust's secure services at Guild Lodge were low and the Hearing Feedback team decided to explore why this was. A thinking space was held with the people who use the service, those close to them and those who work alongside them. This identified some key issues that presented a barrier to people giving their feedback and once the service was aware of this they were able to come up with simple, low cost ways of addressing them.

These simple solutions included providing confidential means of sharing feedback and ensuring a greater level of independence amongst feedback reviewers. This has resulted in people having greater confidence in the process and has increased the amount of feedback that is shared. There has also been an improvement in the timeliness and responsiveness to the concerns that are raised. People are now reporting that they feel heard, that they can see

that they are being treated fairly and that improvements happen based on what they are saying matters to them.

**Applications for wheel chairs and blue badges:** Feedback was received about the application processes for both wheel chairs and blue badges for people with limited life expectancy being daunting and unnecessarily complicated. In response to this the two teams came together and developed a 'fast track' referral process removing duplication and keeping it simple for the users. This has been well received with comments such as:

*'Excellent new process, much slicker, and more appropriate.'*

## HOW ARE WE DOING?

 **1,554**  
complaints were received in 2017/18

 **8,190**  
compliments were received

 **95%**  
of you would recommend our services to your friends and family members



# MEETING OUR RESPONSIBILITIES

## EQUALITY & DIVERSITY

The Trust is passionate about providing health care and employment that meets the needs of individuals and is accessible for all. This can often mean doing things differently for different people and the Trust is committed to making supportive adjustments, celebrating diversity and challenging prejudice and discrimination when it arises.

The Trust's Equality and Diversity Statement of Intent 2015-20 has been in place for three years and outlines the Trust's commitment and approach to diversity and inclusion. You can see this in full on our website.

98% of Trust staff have received Equality & Diversity training so that they can apply the Equality Act (2010) to what they do and bespoke training is also available for any specific learning needs. The Trust's 100 strong Equality & Diversity Champions support engagement with staff and service users and the raising of awareness to reduce inequalities and improve access to services with the involvement of external partners at a local and national level.

## THE ENVIRONMENT

The Trust is conscious of its impact on the environment and works proactively to be sustainable. Our priority areas include:

**Energy and Carbon Management** - The Trust is making good progress towards achieving a 28% carbon reduction by 2020 and improved energy efficiency. Every little helps, making sure that we are turning lights and computers off across our 400 sites makes a difference.

**Procurement** - We avoid buying single use items and are careful when procuring products and equipment focusing on sustainability within supply chains.

**Low Carbon Transport** - We do an annual transport survey and our employees are encouraged to car share, walk to work and use public transport where possible. Low emission lease cars are provided along with electric charging points for vehicles. We also encourage the use of Skype so that people and teams can 'meet' virtually reducing the need to travel.

**Waste Management** - Recycling bins are in place across all of our sites to reduce the amount of waste going to landfill.





# BOARD AND EXECUTIVE TEAM MEMBERSHIP

## & AREAS OF RESPONSIBILITY 17/18



### NON-EXECUTIVE DIRECTORS



**DAVID EVA**  
CHAIR



**LOUISE DICKINSON**



**JULIA POSSENER**



**DAVID CURTIS**



**GWYNNE FURLONG**



**ISLA WILSON**



**PETER BALLARD**  
(until 30 November 2017.)

### EXECUTIVE TEAM



**HEATHER TIERNEY-MOORE**  
CHIEF EXECUTIVE

Leadership role: ultimate responsibility for all day-to-day management decisions, corporate governance and for implementing the Trust's strategic plan.



**SUE MOORE**  
CHIEF OPERATING OFFICER

Service Delivery from: Clinical Networks, Inpatient Transition, Delivering the Strategy, Transforming Care (LD), Out of Hospital Care, Communication and Engagement, Performance.



**BILL GREGORY**  
CHIEF FINANCE OFFICER

Business Development/Transformation, Strategy & Business Planning, Contracts, Property Services, Finance, Information, Technology, FOIs and Data Protection, Health Informatics and Information Governance.



**DEE ROACH**  
DIRECTOR OF NURSING & QUALITY

Quality and Improvement, Quality Governance, Mental Health Legislation, Quality Academy, Health & Safety and Emergency Planning, Experience and Involvement, Professional Leadership and Standards (Non-Medical), Safeguarding, Infection Prevention & Control, and Risk Management.



**MAX MARSHALL**  
MEDICAL DIRECTOR

Caldicott Guardian, Clinical Audit and Benchmarking, Medical and Dental Leadership and Standards, Responsible Officer for Medical Appraisal and Revalidation, Medical Education, Pharmacy, Public Health, and Research and Development.



**DAMIAN GALLAGHER**  
DIRECTOR OF HUMAN RESOURCES

Business Partnering, Employment Services, Medical and Temporary Staffing, Workforce Information, Workforce Planning and Transformation.

In June 2018, there were some changes to the Executive Team to further strengthen our capacity, particularly responding to the outcome of the recent CQC inspection, staff survey and external changes. The Trust's most up to date organisational chart can be found online at [www.lancashirecare.nhs.uk](http://www.lancashirecare.nhs.uk)

As a Foundation Trust we also have a Council of Governors, they represent the views of our members and act as a critical friend to the Board. Details of how you can become a member or a Governor are also available on our website.

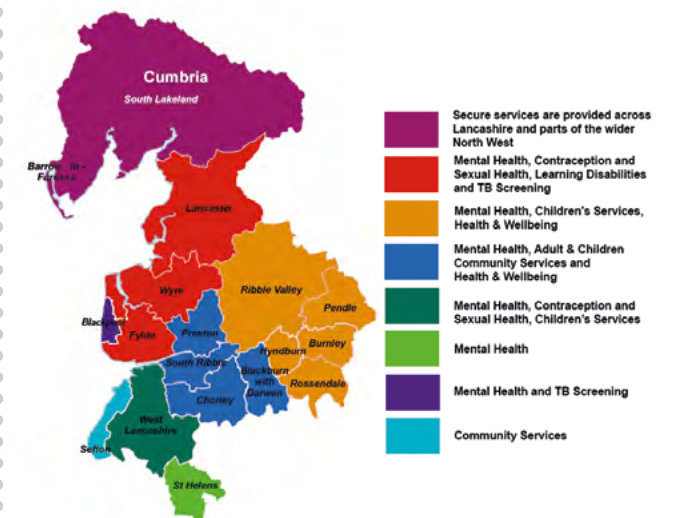
### TRUST COMMISSIONER INFO

The majority of the Trust's services are commissioned by the following CCGs made up of GPs:

- Blackburn with Darwen
- East Lancashire
- Greater Preston
- Chorley and South Ribble
- West Lancashire
- Lancashire North (now Morecambe Bay)
- Fylde, Wyre and Fleetwood
- Blackpool
- St Helens
- Southport and Formby

The Trust's specialist forensic/secure services are commissioned by NHS England (NHSE) and services within the Children and Young People's Wellbeing network are commissioned by CCGs, local authorities and NHSE.

The map shows what types of services are provided by area.





# SERVICES A-Z

SERVICE NAME	NETWORK	EAST LANCASHIRE CCG	BLACKBURN WITH DARWEN CCG	CHORLEY & SOUTH RIBBLE	GREATER PRESTON CCG	WEST LANCASHIRE CCG	BLACKPOOL CCG	FYLDE & WYRE CCG	NORTH LANCASHIRE CCG	SOUTHPORT & FORMBY CCG	ST HELENS	LIVERPOOL	LANCASHIRE WIDE DWP	NHSE
Acquired Brain Injury (ABI) Service	MH	X	X	X	X	X	X	X	X					
Acute Therapy Service	MH	X	X	X	X	X	X	X	X					
Adult Mental Health Acute Inpatient Care	MH	X	X	X	X	X	X	X	X					
Adult Mental Health Assessment Ward	MH	X	X	X	X	X	X	X	X					
Adult Mental Health PICU Inpatient Care	MH	X	X	X	X	X	X	X	X					
Advanced Care Beds	MH	X	X	X	X	X	X	X	X					
Clinical Treatment Team	MH	X	X	X	X	X	X	X	X					
Community Mental Health Teams (Adults)	MH	X	X	X	X	X	X	X	X					
Criminal Justice Liaison & Diversion Teams	MH	X	X	X	X	X	X	X	X					
Crisis Support Unit	MH	X	X	X	X	X	X	X	X					
Forensic Community Mental Health Team	MH	X	X	X	X	X	X	X	X					
Forensic In Reach Team	MH	X	X	X	X	X	X	X	X					
HMP Liverpool Inpatient Unit	MH											X		
HMP Liverpool Substance Misuse Service	MH										X			
Home Treatment Teams	MH	X	X	X	X	X	X	X	X					
Inpatient Dementia Beds	MH	X	X	X	X	X	X	X	X					
Lancashire Traumatic Stress Service	MH	X	X	X	X	X	X	X	X					
Memory Assessment Service	MH	X	X	X	X	X	X	X	X					
Men & Women's Low Secure Inpatient Units	MH	X	X	X	X	X	X	X	X					
Men & Women's Medium Secure Inpatient Units	MH	X	X	X	X	X	X	X	X					
Mental Health (A&E) Liaison Services	MH	X	X	X	X	X	X	X	X					
Military Veterans Mental Health Service	MH	X	X	X	X	X	X	X	X					
OAMH Community Mental Health Team	MH	X	X	X	X	X	X	X	X					
OAMH Hospital Liaison Team	MH	X	X	X	X	X	X	X	X					
OAMH Rapid Intervention Treatment Team	MH	X	X	X	X	X	X	X	X					
Personal Independence Payment	MH	X	X	X	X	X	X	X	X				X	
Restart & Recovery	MH	X	X	X	X	X	X	X	X					
Restart Social Inclusion Services	MH	X	X	X	X	X		X						
Specialist Triage, Assessment, Referral and Treatment Team	MH	X	X	X	X	X		X	X					
Step Down Services (Specialised)	MH	X	X	X	X	X	X	X	X					
Specialist accommodation	MH	X	X	X	X	X	X	X	X					
Community based rehab services	MH	X	X	X	X	X	X	X	X					
Willow Lane Heysham Road	MH								X					
Wordsworth Terrace	MH			X	X	X								
Community living skills team	MH			X	X	X								
Attention Deficit Hyperactivity Disorder (ADHD)	C&YPW	X	X	X	X	X		X	X					
CAMHS Tier 2/3 Community Services	C&YPW			X	X	X		X	X					
CAMHS Tier 4 Inpatient Services	C&YPW	X	X	X	X	X	X	X	X					
Children and Family Psychology Services	C&YPW	X	X	X	X	X	X	X	X					
Community Education Sexual Health	C&YPW	X	X	X	X	X		X	X					
Complex Needs Nursing (CPOC)	C&YPW	X	X		X	X								
Contraception Services	C&YPW	X	X	X	X	X		X	X					
Early Intervention Psychosis Service (EIS)	C&YPW	X	X	X	X	X	X	X	X					
Genitourinary Medicine (GUM) Services	C&YPW	X	X	X	X	X		X	X					
Health Visiting Services	C&YPW	X	X	X	X	X		X	X					
Infant Feeding	C&YPW	X	X	X	X	X		X	X					
Male Sterilisation (Vasectomy)	C&YPW	X	X	X	X									
Paediatric Liaison	C&YPW	X	X	X	X									
Paediatric Occupational Therapy	C&YPW	X	X	X	X	X								
Paediatric Physiotherapy	C&YPW			X	X	X								
Paediatric Speech and Language Therapy (SaLT)	C&YPW	X	X	X	X	X								
Parenting	C&YPW			X	X	X								
Psychological Services for Children	C&YPW	X	X	X	X	X	X	X	X					
Psychosexual Service	C&YPW	X	X											
Safeguarding Vulnerable Adults and Children	C&YPW	X	X	X	X	X	X	X	X					
School Nursing	C&YPW	X	X	X	X	X								

SERVICE NAME	NETWORK	EAST LANCASHIRE CCG	BLACKBURN WITH DARWEN CCG	CHORLEY & SOUTH RIBBLE	GREATER PRESTON CCG	WEST LANCASHIRE CCG	BLACKPOOL CCG	FYLDE & WYRE CCG	NORTH LANCASHIRE CCG	SOUTHPORT & FORMBY CCG	ST HELENS	LIVERPOOL	LANCASHIRE WIDE DWP	NHSE
Special Needs School Nursing Service	C&YPW	X	X	X	X									
Speech and Language Therapists - Children	C&YPW	X	X	X	X	X								
Eating Disorder Service	C&YPW	X	X	X	X	X	X	X	X					
Psychosis and Bipolar Psychological Care Network (PBPCN)	C&YPW	X	X	X	X	X	X	X	X					
Supporting Carers and Young People Together (SCAYT+)	C&YPW	X		X	X	X		X	X					
Blue Badge Service	C&W											X		
CERT	C&W										X			
Childrens LD	C&W	X	X	X	X	X		X		CV non recurring contract				
Chronic Care Team	C&W										X			
Community Matrons	C&W										X			
Community Therapies	C&W										X			
Dental Services	C&W													X
Dermatology	C&W		X	X	X									
Diabetes Specialist Nurses	C&W		X	X	X									
Dietetics	C&W			X	X						X			
Discharge Planning Team	C&W			X	X						X			
District Nursing	C&W		X	X	X						X			
Falls Service	C&W			X	X						X			
Frailty Service	C&W			X	X									
Heart Failure Services	C&W	X			X						X			
IAPT	C&W	X	X	X	X	X	X	X	X		X			
Intermediate Care	C&W		X	X	X									
Learning Disability Services	C&W	X	X	X	X	X		X	X					
Leg Ulcer Clinics, 'Healthy Legs' and 'Leg Cafes'	C&W		X								X			
Lymphoedema	C&W		X								X			
Main Access Point (MAP)	C&W			X	X									
Minor Injury Service	C&W		X											
Neurological Rehabilitation Team	C&W		X	X	X						X			
Nurse Led Specialist Ear Care Service	C&W		X											
Out of Hours Community Nursing Services	C&W		X	X	X						X			
Oxygen Services	C&W		X											
Pain Team	C&W		X								X			
Patient Education Programme i.e Desmond	C&W		X	X	X									
Phlebotomy	C&W		X	X	X						X			
Podiatry including Orthotics	C&W		X	X	X						X			
Psychology	C&W										X			
Pulmonary Rehab (Chronic Obstructive Pulmonary Disease - COPD)	C&W		X	X	X									
Quit Squad (Stop Smoking Services)	C&W	X		X	X	X			X					
Rapid Assessment Treatment Service	C&W		X	X	X									
Rheumatology Service	C&W			X	X									
Speech and Language Therapists	C&W			X	X						X			
Speech and Language Therapists - Adult	C&W			X	X									
Stoma Care	C&W										X			
Stroke and Neuro Rehab	C&W		X								X			
Treatment Rooms	C&W		X	X	X						X			
Tissue Viability Nurses (TVN)	C&W		X								X			

KEY	
MH	Mental Health
C&YPW	Children and Young People's Wellbeing
C&W	Community and Wellbeing





**Lancashire Care**  
NHS Foundation Trust

## Contact Us

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**Excellence**

**Accountability**

**Respect**

**Teamwork**

**Integrity**

**Compassion**