

Annual Review

2016-2017

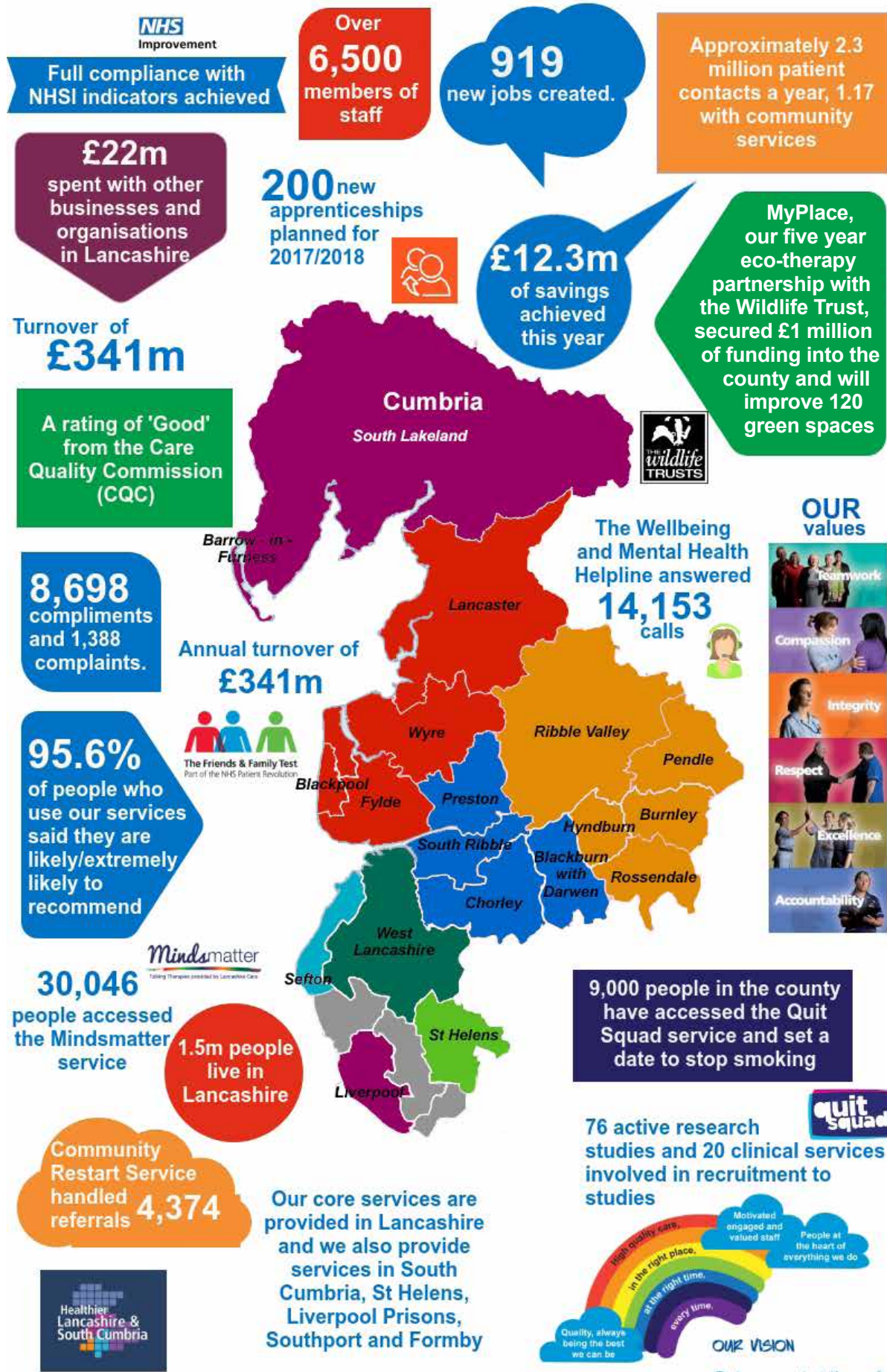


Excellence | Accountability | Respect | Teamwork | Integrity | Compassion

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Trust Facts and Overview



Welcome from the Chair and Chief Executive

We are pleased to present this summary version of our Annual Report and within it the highlights, developments and challenges from 2016/17. It has been a busy year during which we have continued to deliver our Quality Led Strategy with an absolute focus on doing the right thing for people and working with them to achieve great outcomes.

Our vision to provide 'high quality care, in the right place, at the right time, every time', was developed by our employees as their aspiration and is supported by our Quality Plan and the quality outcomes within it which they work hard to achieve. We are very proud of our employees who are committed, caring, compassionate and constantly aiming to make improvements. We're delighted that this continued focus on quality saw Lancashire Care rated as good by the Care Quality Commission (CQC) in January 2017 and this is down to the efforts of our frontline teams.

We know that our people are our biggest asset and we have worked alongside the King's Fund to do a large scale listening event to get feedback from our employees on how we can make Lancashire Care a great place to work and receive care. This feedback has formed the basis of our People Plan which

will be delivered over the next 3 years focusing on themes such as health & wellbeing, leadership, development opportunities and ensuring that our vision and values are truly embedded in everything that we do.

Our focus on quality and doing the right thing is also enabling us to achieve the efficiencies that are required of all NHS organisations at this time. We have worked hard to make significant savings of £12.3m in this financial year whilst still maintaining high quality care and services. It has been a challenge to transform the way we deliver some services and make savings but we are encouraged by fantastic examples of services working differently to deliver quality.

As well as all of the great achievements in year, the Trust is also looking forward to future opportunities to work together with other health and social care providers to provide health and care that can meet the changing needs of the population. The Trust is part of the Lancashire and South Cumbria Sustainability & Transformation Partnership (STP) which has committed to invest in mental health and community services. We're excited by the possibilities this new way of working will bring and will be working hard to ensure that our

own contribution continues to be driven by our quality priorities for the people we serve. More information about the STP and the link with our own strategy can be found within this review.

Thank you for your interest in our organisation and we hope you enjoy reading the review.

Yours

Heather Tierney-Moore
(Chief Executive) and
David Eva *(Chair)*



Our Vision and Values

Our vision was developed by our people and sets out a shared aspiration to which everyone can contribute. Quality is the Trust's number one priority, with the Quality Plan and quality outcomes describing how the vision will be achieved by 2019. The Quality Plan has been developed with the input of all teams and services, with support services stating what they will do to enable clinical teams to deliver high quality care.



Our entire strategy is quality led with an emphasis on putting people at the heart of everything that we do and achieving good outcomes for them.

Our values are the guiding principles for how we work together at Lancashire Care to provide the best possible experience and outcomes for the people that use our services.

Our Trust Values...



Continual Improvement

Quality Improvement Framework methodology and quality improvement tools are being used to achieve continual quality improvement. Learning from the organisations that have already developed a national reputation for being the best, the Trust is driving its own commitment to quality improvement with the aspiration of being recognised as a future national leader alongside its peers.

In May 2017 the Trust held its first ever Quality Improvement Conference as an opportunity for teams to showcase the quality improvements that they had delivered in year. This was a fantastic event and we were proud to welcome representatives from NHS England to share what we have been doing. Further information and material from the day can be found on the Trust's website and in the Quality Account.



Our Commitment to Providing High Quality Care and Services

In January 2017 the Trust was rated as 'good' by the Care Quality Commission (CQC) in acknowledgement of the progress and improvements that have been made since our first inspection in 2015.

An 80-strong inspection team spent a week at the Trust in September 2016 and visited our full range of services including both community and mental health at locations across the county. They gathered their findings into 13 service level inspection reports and one overarching report. Eleven of the 13 inspection reports were assigned a rating of 'good' overall, with 6 of these getting a rating of 'good' across all domains:

- Forensic inpatient wards
- Wards for older people with mental health problems
- Community based mental health services for older people
- CAMHS Tier 4 (The Junction

- and The Platform)
- Mental health crisis services and places of safety
- Community sexual health services

The rating is a credit to our frontline teams who work hard in often very challenging circumstances. They are completely committed to providing high quality care and to continually improving their services. There are a number of times when the reports refer to teams and individuals that go the extra mile to support people and the reports also highlight the positive interactions between our staff and patients and comment on our employees' kindness and caring nature. We were pleased that the CQC saw that our core values were being demonstrated by our frontline teams, with people commenting that they were treated with compassion, dignity and respect.

A summary of some of the positive aspects identified in the report included:

- Most care plans were of good quality with evidence of patient involvement
- Services are delivered in line with national guidance and good practice
- The Trust has a clear vision and values, and there is evidence that the Trust's

strategy meets the needs of the population

- Evidence of active involvement in the Lancashire and South Cumbria Change Partnership.

In terms of areas that need more focus, these included:

- Ensuring that all staff receive regular supervision, appraisals and the essential training that they require
- Continuing to implement the recruitment and retention drive to ensure there are enough staff to meet patients' needs
- Ensuring that the seclusion policy is updated in line with the Mental Health Act Code of Practice.

We were able to demonstrate to the CQC the measures that were already being progressed to address these areas. Our focus for 17/18 is to sustain this level of high quality care by delivering the priorities in our Quality Plan and where possible exceeding it by embedding quality improvements within our clinical services.

Inspected and rated

Good



Award Winning Teams and Services

We have great employees who deliver great things for the people using our services and we are proud to highlight some of their excellent work:

- The Infant Feeding Team won the UNICEF Baby Friendly Award for work to promote and support breastfeeding and strengthen mother-baby and family relationships.
- Charlotte Lyle, volunteer with the Contraception and Sexual Health Service won the Volunteer of the Year at the North West Adult Learners' Week Awards in Health and Care for her contributions in healthcare in the North West including work to create resources for LGBT teenagers.
- Gemma Vigniali was awarded the Queen's Nursing Institute award for her outstanding achievement as a District Nursing Student.
- The Always Event® learning disability initiative was recognised by the Academy of Fabulous Stuff, won a Penguin Teamwork Award and was Highly Commended by the Positive Practice Experience Awards.
- Jane Baulcombe won the Queen's Nursing Institute award for her work to deliver patient centred community care.
- Soapy Suds car wash and valeting business led by people living at Guild Lodge won a National Service User Award in April 2016.
- Blackburn with Darwen Health Visiting Service received a UNICEF Baby Friendly accreditation award.



- The Contraception and Sexual Health Service achieved the Lancashire Lesbian, Gay, Bisexual and Transgender (LGBT) Quality Mark.

- The Royal College of Psychiatrists awarded Researcher of the Year to a Trust Professor, Nusrat Husain at the Royal College of Psychiatrists Awards.



- The Diabetes Education and Self-Management for Ongoing and Newly Diagnosed (DESMOND) team won in the Innovation Award and Educator Award categories of the Celebrating DESMOND Annual Awards Programme, on World Diabetes Day.

- Lancashire Care was highly commended by the Faculty of Public Health for its Smokefree work.



- The Innovation Programme Manager received the Silver Innovation Scout Award.
- The Clinical Systems IT Training Team won Informatics Skills Development Network (ISDN) North West Team of the Year at the North West Connect Conference.

- Andrew McCrimmon, a Mental Health Nurse at the Trust, won a national Positive Practice award for making a difference to the lives of people with mental health problems.



- Dr Bernadka Dubicka, a Consultant Child and Adolescent Psychiatrist with the Trust, was appointed as Chair of the Faculty of Child and Adolescent Psychiatry at the Royal College of Psychiatrists for a 4 year period from June 2017. This is a prestigious national role; The Royal College of Psychiatrists is a leading organisation in the UK for anyone wanting to learn about mental health, including the government and media organisations, and is often called on to provide a view on mental health issues.



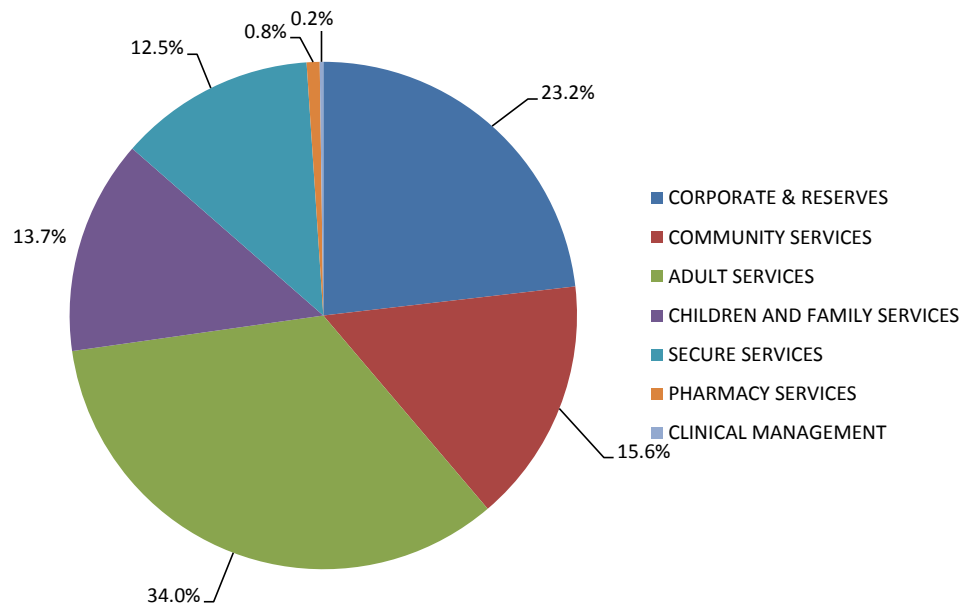
A Snapshot of Our Finances in 2016/17

In the financial year 16/17 the Trust met the financial target set by its regulator, NHS Improvement, and ended the year with a £158k surplus. This was a significant achievement and down to the hard work of staff continuing to provide the best care possible whilst constantly assessing and reducing spend.

It is important to report that for a few months in-year substantial pressures saw Trust spending exceed the acceptable financial limit. Management actions were taken to put recovery measures in place which led to the achievement of the Trust's financial plan and savings of £12.3m via the Delivering the Strategy (DTS) Programme.

Spend in 16/17

Total Expenditure



Making Savings

In 17/18, the DTS programme will again be the vehicle for achieving cost improvement savings with a target of £15.1 million to achieve in year. All major programmes in the Trust are quality led and this is no exception. By ensuring we deliver high quality, effective and innovative services, we are able to release efficiency savings.

We are pleased to also have a further opportunity to increase efficiency and productivity by taking part in the Carter Review, which aims to generate £5bn of efficiencies across the NHS per year by 2021.

In July 2016, Lord Carter announced the intention to roll out this review to mental health and

community trusts and we were selected in early 2017, alongside 22 other similar Trusts, to form the Mental Health and Community Cohort for the review of Operational Productivity and Performance of Community and Mental Health Services. As a result, we have taken part in the events organised by the national team and have submitted a specified data set for analysis. We will be engaged in further work within the Cohort in 2017/18 to translate the information we and others have provided into a work plan to deliver and demonstrate efficiency. Another area of focus is on developing an understanding of useful metrics within our sector.

Our Future Strategy

Our entire strategy is quality led and quality is our number one strategic priority that directs everything else.

The strategic plan for 2014-2019 has been refreshed to ensure that the Trust remains flexible and emergent in response to national policy changes affecting health and social care and the requirement to develop system-wide Sustainability and Transformation Plans.

Our Strategic Priorities



The Lancashire and South Cumbria Sustainability and Transformation Partnership

The Trust is a key player in the Lancashire and South Cumbria Sustainability and Transformation Partnership (STP) and is part of the five local delivery plans at sub-STP level. The Trust's Chief Executive, Heather Tierney-Moore is the STP Senior Responsible Officer for leadership and organisational development and also chairs the Local Workforce Action Board jointly with Health Education England. Chief Operating Officer, Sue Moore is the Senior Responsible Officer for learning disabilities for the STP, the Director of HR, Damian Gallagher, is the Senior Responsible Officer for workforce and Alistair Rose, Project Director leads the estates work stream at STP level.

The Trust's 2017-22 strategy retains the same focus on quality and makes a clear commitment to expanding collaboration with partners to deliver system wide transformation and remaining

an active partner in delivering sustainable services to the communities we serve.



The strategic plan has informed the Trust's business development activity in 16/17. The table below provides a summary of contract activity.

Contracts awarded during 2016/17	
Southport & Formby Community Services	New
Universal Children's Service Blackburn with Darwen	Retained
North West Learning Disability and Autism Operational Delivery Network (ODN) Host	New
St Helen's Improving Access to Psychological Therapies (IAPT)	New
Smoking Cessation	Retained
Liverpool Prisons	New
Sexual Health Pan Lancashire (young people)	New
Sexual Health Blackburn with Darwen (all ages)	Retained
Contracts divested or not retained during 2016/17	
Offender Health Lancashire (HMP Garth, HMP Wymott, HMP Kirkham, HMP Lancaster Farm, HMP Preston)	Divested
Dental Helpline	Divested
HIV	Not retained
Community Equipment Resource Service (CERS)	Not retained
Healthy Lifestyles	Not retained
Sexual Health Lancashire (all age)	Not retained

Spotlight on Our Services

Improving Inpatient Mental Health Services

The Hurstwood Ward was opened at Royal Blackburn Hospital, providing 18 beds for elderly people with advanced care needs and acute mental health issues. The ward provides 24 hour care for elderly patients with mental health problems such as depression, anxiety, bi-polar disorder, schizophrenia and some patients with mild to moderate dementia.

The ward was previously located at Burnley General Hospital and moved to a better standard of ground floor accommodation at Blackburn alongside other

wards and with access to a garden area for the patients to enjoy.

The Trust is part way through a long term programme of work to replace existing wards with improved facilities provided from 4 co-located sites across Lancashire. The Orchard in Lancaster and The Harbour in Blackpool are operational. The next phase in 17/18 will complete the programme by consolidating the inpatient services for Pennine Lancashire in Blackburn and redevelopment work at Chorley Hospital will provide an inpatient service for Central Lancashire. This work is supported by a related programme to enhance community services so that, when appropriate, people can be cared for in their own homes rather than being admitted to hospital.

Enhancing Community Mental Health Services

In 16/17 the Trust has continued to develop its community mental health services to ensure that people get the right support when they are most in need of it. In many cases, people can receive care and treatment in their own home or community setting and don't necessarily always have to go into hospital.

In year we have opened a Crisis Support Unit in East Lancashire which provides immediate care and support for people in crisis for up to 23 hours. The unit provides places for 6 people and is aimed at providing a short term, safe environment where people in crisis can be assessed and then referred to the appropriate service.

Two 15 bed Mental Health Assessment (MHA) wards also opened in East Lancashire along with an additional 4 male assessment beds at The Harbour. The intended length of stay is up to 72 hours but can extend to up to 5 days where there is clinical need to do so. Each assessment ward provides a therapeutic environment for service users who require a period of assessment

and commencement of care and treatment as an alternative to admission to a functional treatment ward.

An Acute Therapy Service was also launched providing places for up to 8 people at a time in the community for people to receive an intensive, psychologically-focused therapy programme on a daily basis for five days.

Crisis houses are being developed and you can read more about this on page 15.

These enhanced community services and centralised management of bed availability from The Hub at The Harbour ensure that people get the service that is the most appropriate for them at the right time. In January 2016, many people were travelling out of area for access to a mental health bed. Due to the additional enhanced community services and better bed management we are now able to ensure that the majority of people are cared for as close to home as possible, which achieves better quality, experience and outcomes for them.

Community – Steady On

Our community services support the health and wellbeing of people in many different ways. We offer an extensive range of services from a variety of settings providing a range of interventions from advice to treatment and prevention. We are proud that we now also provide community services in Southport and Formby after being awarded the contract in 16/17.

This case study features our STEADY On Team, funded by Lancashire County Council to prevent falls in the Central Lancashire area and winners at our Staff Awards ceremony in March 2017 in recognition of the great work that they have done.

The team works in partnership with other agencies

to provide falls prevention self-care tips, advice and signposting onto relevant services with the aim of enabling self-care and empowering clients to seek advice, remain physically active and age healthily. They provide home visits to provide a personal falls plan and offer walking aid checks and advice around preventing falls. Interactive educational sessions are also delivered within local libraries, social groups and sheltered housing schemes. During the time that the project has been in place the STEADY On team has exceeded the expectations of commissioners and, most importantly, can be credited with preventing falls and making the home environment a safer place to be for frail, elderly people.

Specialist Services

This case study shows how artwork plays a major part in the occupational therapy recovery programme in our Specialist Services. The Acquired Brain Injury (ABI) service uses a cognitive rehabilitation model which compensates for the needs of those who have experienced a brain injury.

Our Occupational Therapists work closely with patients to guide them through the activity to help them express themselves whilst learning. This type of therapy supports people with planning, concentration, memory, recall and improving their self-esteem.

The artwork is based on the interests that patients have which builds trust, motivation and engagement. The range of work produced is varied and the finished pieces help to brighten up the ward areas and demonstrate the excellent work that our patients are able to produce despite their injury.



Children and Young People's Wellbeing

The services in this network serve to ensure that children and young people have the best start in life, providing services from birth up to the age of 25 that range from health visiting and school nursing to more specialist support. In year we undertook a targeted recruitment campaign to encourage more people to take up these specialist posts.

This year our Infant Feeding Team was awarded the prestigious Baby Friendly Award and was the latest UK healthcare facility to win international recognition from UNICEF (the United Nations' Children's Fund.)

Set up by UNICEF and the World Health Organisation, the Baby Friendly Initiative is a global programme that provides a practical and effective way for health services to improve the care provided for all mothers and babies. Following assessment by UNICEF, the Infant Feeding Team was given the award recognising that best practice standards are in place.

We Are Research Active

Lancashire Care has been recognised as the number one care trust nationally for volume of research studies and has a growing research culture with an increasing number of clinical services becoming research active in 2016/17. Participation in clinical research demonstrates the Trust's commitment to improving the quality of care offered to patients and making a contribution to wider quality improvement. The Trust is committed to research that improves patients' health outcomes and their experience of services.

The Trust had 76 active National Institute for Health Research studies this year, an increase on the 60 active in 2015/16, with 1,247 patients newly recruited in year. There were 20 individual clinical services involved in recruitment for studies compared to 15 last year. Overall, the Trust has recruited more than 10,500 participants in the last six years which demonstrates a clear focus on research and the strong commitment to continuous improvement in service delivery.

We Are Innovating

The Trust is host to the North West Coast Innovation Agency, the Lancashire and Cumbria Innovation Alliance (LCIA) Test Bed and, from 1 April 2017, the North West Learning Disability and Autism Operational Delivery Network.

The Lancashire & Cumbria Innovation Alliance NHS test bed site is one of seven selected by

NHS England. The Lancashire Test Bed has been established to test out new models of care to help people living with a long term condition, such as COPD (Chronic Obstructive Pulmonary Disease), heart failure, diabetes and mild to moderate dementia, to self-manage their conditions whilst remaining in the community and avoiding unnecessary hospital admissions. Over a two year period (ending March 2018) LCIA will implement and evaluate a combination of innovative technologies and practices in the vanguard areas of Fylde Coast and Morecambe Bay.

The test bed is supported by industry partners, the major partner being Philips. The partners provide and install technology in patients' homes to enable them to manage their health and self care. We now have over 100 patients involved and pictured is Mr Sefton using Speakset at home to enable him to talk to Lead Nurse, Leah Houghton.



Going Digital

Increasingly digital solutions are being introduced to complement existing models of care and to support people to manage their conditions. Our website hosts the ORCHA Platform to enable people to make an informed choice about the use of apps based on safety and effectiveness ratings. This was pioneered by Dr Amanda Thornton (previously Clinical Director for Adult Community Services) who is now on secondment as the Digital Health and Activation Clinical Lead in the Healthier Lancashire & South Cumbria STP. The role supports regional and local level exploration of digital opportunities that can connect and transform health and social care services for local communities.

A priority area is to improve clinical systems, for example by increasing access to online records for patients and using technology to improve access to services such as using Skype and mobile apps. The NHS Five Year Forward View and other key policy documentation emphasises the untapped



Organisation for the Review of Care & Health Applications

potential of digital solutions as a tool for patients to self-care to promote their own well-being or recovery, preserve their independence and prevent ill-health. The Lancashire and South Cumbria STP is leading the way in this area with senior clinical involvement at the forefront of this transformation.



Service Developments

During 16/17 the foundations have been put in place to develop new and innovative services across the health economy. These services will become operational or continue to develop throughout 17/18.

After securing the contract in 16/17 to provide community services in Southport and Formby we were proud to welcome 24 new teams into our Community Wellbeing network on 1 May. A welcome event was held for our new colleagues and we have established good working relationships in the area with local GPs, third sector and NHS organisations to deliver a joined up service.

E-prescribing – the roll out started in 2015 and has been delivered across inpatient and community services with the full engagement of clinicians in configuring the system and leading the roll out. There are a multitude of benefits, including patients receiving the correct medication at the right time, released time for medical staff, and prescription charts accessible to all staff groups at all times.

During 16/17 the foundation stones have been laid to **implement the electronic patient record (e-PR)** across the Trust. This will be one of our major capital developments in 17/18.



Perinatal: Lancashire Care has been chosen as one of only four Trusts in the country to develop and provide a new specialist 8 bed perinatal unit. This facility will provide an inpatient service for new mothers who are experiencing mental health issues where they can be cared for alongside their baby. The facility will be based in Central Lancashire and will become operational during 2018 in Chorley, co-located alongside mental health and maternity services.

MyPlace: Working in partnership with the Lancashire Wildlife Trust, the MyPlace project has been established to get young people involved in environmental projects or 'eco-therapy' to support their recovery from mental health issues, enable them to maintain emotional wellbeing and give something back to the community at the same time.



Funded by the Big Lottery Fund, it is one of 31 projects working with the 'Our Bright Future' movement, a national consortium of 8 organisations which are coordinated by the Wildlife Trust that is working to empower young people to become the next generation of environmental leaders.

The project has a number of aims by 2020 including involving 1,000

young people in environmentally enhancing their community resulting in them feeling healthier and reducing their reliance on services. It also aims to involve the wider community in local spaces and to improve at least 120 greenspaces in urban neighbourhoods for the benefit of local people.

Chorley Intergrated Health & Wellbeing Service: In partnership with Chorley Borough Council, an integrated community wellbeing service has been created for the area by co-locating health and council services to work together with a focus on prevention and early intervention to keep people living in the area well.

This innovative new service has brought together teams from Lancashire Care and Chorley Council, Richmond Fellowship, Lancashire Wellbeing Service, Age UK and Chorley Community Housing enabling them to work together in an integrated way from the Civic Centre, Union Street, Chorley.

The new service was officially launched on 12 May by Heather Tierney-Moore, Chief Executive



and Sue Moore, Chief Operating Officer from Lancashire Care with Gary Hall, Chief Executive and Jamie Carson, Deputy Chief Executive from Chorley Council.

The aim of the service will be to ensure that the local community has the support that

it needs to live well and to look after themselves better. This integrated early intervention approach will reduce reliance on statutory services and expensive interventions such as acute hospital admissions. Our combined local community based approach means that our services can help build community resilience and better respond to the specific needs of the communities in Chorley rather than trying to apply a one size fits all approach.

Crisis Houses: Alongside the Richmond Fellowship we have developed a Crisis House which opened in Coppull, Chorley in May 2017. Willow House provides 6 short stay crisis beds in a safe environment for people to receive the support that they need in a domestic setting.

The Richmond Fellowship already provides a number of crisis houses across the country, which are proving successful as an alternative to hospital admission by providing timely support for people who are in mental health crisis with a focus on an evidence based, holistic recovery approach.

The Trust's Crisis Team staff still provide specialist clinical interventions for those people



who are being supported in the crisis house before, during and after admission, with the Richmond Fellowship providing the specially trained support staff within the crisis houses. This supports people to learn to manage their mental health condition within a normal living environment. Plans are in place to open a second crisis house with Richmond Fellowship in East Lancashire by the end of 2017.

The Cove: Our existing inpatient services for children and young people, The Junction and The Platform have been brought together to provide an inpatient service from a recently renovated Trust facility in Heysham, which the young people who use the service have named The Cove. The move was in response to feedback from the CQC guidance from commissioners and provides an improved environment for the people using the service. The new facility opened in May 2017 and provides 18 beds for young people aged 13 to 18.

The service took part in an exhibition at the Harris Museum entitled, 'Wake up the Walls.'



The event celebrated art work with the theme of hope created by young people from CAMHS with the aim of creating artwork to brighten up

the walls in Trust facilities.

Host to Learning Disability and Autism Network

As of 1 April 2017, the Trust became the host to the North West Learning Disability and Autism Operational Delivery Network. Bringing together representatives from Lancashire, Cheshire and Merseyside and Greater Manchester, this is the first of its kind in the country and ensures outcomes, improved quality standards and that patient pathways are agreed with a focus on quality and equitable access. ODNs support the delivery of 'Right Care' principles by incentivising a system to manage the right patient in the right place. As the host, Lancashire Care will be at the centre of driving this forward.



Equality and Diversity

The Trust's Equality and Diversity Statement of Intent 2015-2020 has been in place for two years and makes clear the Trust's commitment to diversity and inclusion. Regularly updated and fully aligned to the Trust's Quality Led Strategy, the full statement is available on the Trust's website.

Throughout 2016/17, particular attention has been devoted to encouraging teams to strengthen diversity and inclusion as part of everyday service delivery. This is supported by 100 Equality and Diversity champions and Social Value, Diversity and Inclusion leads who have got involved in facilitating best practice events, providing representation at steering group meetings and on recruitment panels, and working with design teams to ensure that Trust facilities are accessible.

The Trust has also played an active part in external E&D events and these have explored a range of issues and provided an invaluable insight into ways that services can be adapted to meet the needs of all people.

Environment

Reducing our impact on the environment is something that we take very seriously and a number of measures are in place to do this, supported by sustainability champions 'Green Smiles' who were introduced in 2016. They aim to engage staff across the organisation in thinking more about their environmental impact and being greener. In addition, they support the involvement of service users in activities which offer therapeutic benefits to health and wellbeing as well as the environment.

Carbon and Energy – we are working hard to achieve a 28% reduction in carbon by 2020 and to reduce energy consumption where possible. Energy efficiency measures are in place and we use low carbon and renewable energy sources.

Water – consumption is closely monitored and low water usage technologies are

Employee Engagement

Our employees are our biggest asset and we know that there is a direct link between happy, engaged and motivated employees and excellent patient care. The People Plan has been developed with the involvement of employees to make changes over 4 years to ensure that Lancashire Care is a great place to work and receive care or services. The plan focuses on 6 areas:

- Ensuring people have a clear shared vision and shared values
- Ensuring people have clear plans, objectives and outcomes
- Managing people effectively so they feel well supported, with improved health and wellbeing
- Providing learning, development and training for people
- Ensuring people are working well in teams
- Developing people leaders and people managers.

The period 16/17 has been the foundation year to put things in place to ensure that the People Plan starts to deliver some positive changes through 17/18. The feedback from the annual staff survey is also picked up as part of the delivery so that there is a joined up approach to responding to employee feedback.

The Trust has a solid foundation from which to start with an engagement score that is slightly above average in comparison to similar Trusts but we are not complacent and aspire to be a leader in this field.

in place. Rainwater harvesting also provides greywater for flushing sanitary equipment.

Travel – reducing the number of miles travelled by our employees remains a big focus and is made possible through the use of Skype which is enabling virtual meetings to take place. Electric vehicle charging points have been installed across key sites and lease car schemes incentivise staff to opt for lower and ultra-low emission vehicles. A scheme is also available for employees who want to cycle to work.

Trust and Board Info

Lancashire Care's Board of Directors comprises Executive Directors, independent Non-Executive Directors plus a Non-Executive Chair. The Board is accountable for all aspects of the Trust's activity, including the quality and safety of the services provided, and for patient experience.

The Board sets the strategy for the Trust ensuring that Executives have clear responsibilities for their operational portfolios.

Lancashire Care is a Foundation Trust which means that it has an active Council of Governors that represents the views of approximately 8,000 members and acts as a critical friend to the Board. Members are kept informed of the Trust's plans and are invited to participate in engagement events throughout the year.

For more information about the Council of Governors or being a member please visit:

www.lancashirecare.nhs.uk/be-involved

Board Portfolio

Meet



Executive Directors



BILL GREGORY
CHIEF FINANCE OFFICER

Business Development/Transformation
Strategy & Business Planning
Contracts
Property Services
Finance

Information Technology
FOIs and Data Protection
Health Informatics
Information Governance



DEE ROACH
DIRECTOR OF NURSING AND 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
Risk Management



PROFESSOR 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
Research and Development



PETER BALLARD
Deputy Chair

Chair of Finance & Performance Committee



DAVID CURTIS

Chair of Quality Committee
Member of Audit Committee



Supporting Health and Wellbeing

Membership and Liaisons During 16/17

Meet the Board



Lancashire Care
NHS Foundation Trust



DAVID EVA
CHAIR

Chair of Board of Directors and Council of Governors



**PROFESSOR
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



**DAMIAN
GALLAGHER**
DIRECTOR
OF HUMAN
RESOURCES
(Non Voting)

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



**STEVE
WINTERSTON**
DIRECTOR OF STRATEGIC
PARTNERSHIPS AND
ENGAGEMENT
(Non Voting)

Relationship Management
Stakeholder Engagement
Membership Strategy
GP Communications

Non-Executive Directors



**GWYNNE
FURLONG**
Senior
Independent
Chair

Member of Quality Committee and
Finance & Performance Committee



**LOUISE
DICKINSON**

Chair of Audit Committee
Member of Finance & Performance
Committee



**ISLA
WILSON**

Member of Audit Committee and
Quality Committee



**JULIA
POSSENER**

Member of Audit Committee and
Quality Committee

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Network Info

In 2016/17 a large scale organisational reset was undertaken across the Trust driven by a number of factors:

- Primarily, to improve the quality of our services and patient experience by removing age transition points that exist between services and ensure that care is joined up
- To reduce our management costs in line with the Carter Review from 10% to 8% and to reduce the layers of hierarchy that existed in our management structures. This serves to facilitate Board to ward connectivity and the escalation of issues more effectively and with greater pace

- To ensure that the Trust is prepared and organised to deliver services with an increased emphasis on place based care, supported by productive relationships with commissioners and other providers at a local level.

The reset has seen the clinical networks reduce from 4 to 3 and support services have also been re-aligned to ensure that they are organised to best meet the needs and support the priorities of the clinical networks.

2016/17 Network Structure	2017/18 Network Structure
<ul style="list-style-type: none"> • Adult Community • Specialist Services • Adult Mental Health • Children and Families 	<ul style="list-style-type: none"> • Mental Health • Community and Wellbeing • Children and Young People's Wellbeing

The **Mental Health** network supports adults aged 25 and over, including the provision of specialist secure services.

The **Community and Wellbeing** network provides community therapy, district nursing, rheumatology and dentistry.

The **Children and Young People's Wellbeing** network provides mental health and wellbeing services up to the age of 25.

The new structures have also given a greater level of consistency in terms of the roles and governance arrangements across networks and at locality level which is important in responding to commissioner intentions and local delivery plans. Organisational charts for the networks can be found on the Trust's website at www.lancashirecare.nhs.uk along with a full list and directory of clinical services.



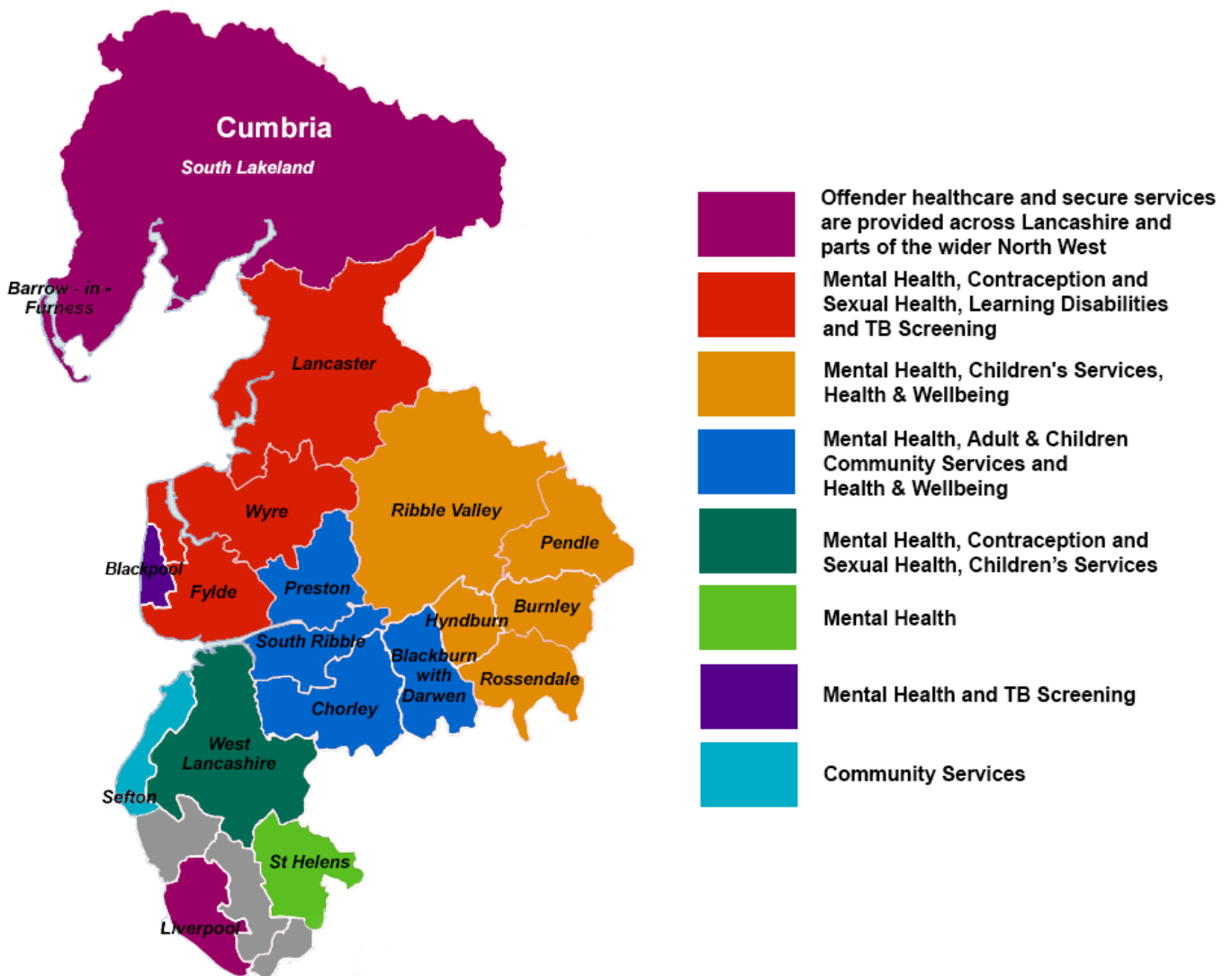
Trust Commissioner Info

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. Further information can be found in the Annual Report.



A-Z of services

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
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			
Attention Deficit Hyperactivity Disorder (ADHD)	C&YPW	X	X	X	X	X		X	X			
Blue Badge Service	C & W									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			
CERT	C & W									X		
Cervical Screening Quality Improvement & Prevention Service	C&YPW	X	X									
Children and Family Psychology Services	C&YPW	X	X	X	X	X	X	X	X			
Children's Centres	C&YPW	X										
Childrens LD	C & W		X									
Chronic Care Team	C & W									X		
Clinical Treatment Team	MH	X	X	X	X	X	X	X	X			
Community Education Sexual Health	C&YPW	X	X	X	X	X		X	X			
Community Mental Health Teams (Adults)	MH	X	X	X	X	X	X	X	X			
Community Mental Health Teams (Older Adults)	MH	X	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			
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			
Dermatology	C & W		X	X	X							
Dietetics	C & W									X		
Discharge Planning Team	C & W			X	X					X		
District Nursing	C & W		X	X	X					X		
Early Intervention Psychosis Service (EIS)	C&YPW	X	X	X	X	X	X	X	X			
Falls Service	C & W			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			
Frailty Service	C & W			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						
Healthy Living Centre	C&YPW	X										
Heart Failure Services	C & W	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			
Human Immunodeficiency Virus (HIV)	C&YPW			X	X							
IAPT	C & W	X	X	X	X	X	X	X	X		X	
Immunisation Services	C&YPW	X	X	X	X	X						
Infant Feeding	C&YPW	X		X	X	X		X	X			
Inpatient Dementia Beds	MH	X	X	X	X	X	X	X	X			
Inpatient Dementia Beds	C & W	X	X	X	X	X	X	X	X			
Intermediate Care	C & W		X	X	X							
Intermediate Support Team (Older Adult Mental Health)	C & W	X	X	X	X	X	X	X	X			
Lancashire Traumatic Stress Service	MH	X	X	X	X	X	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							
Male Sterilisation (Vasectomy)	C&YPW	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
Memory Assessment Service	MH / C&W	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			
Minor Injury Service	C & W		X									
Neurological Rehabilitation Team	C & W		X	X	X							
Nurse Led Specialist Ear Care Service	C & W		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			
Older Adult Care Home Liaison	MH / C&W	X										
Out of Hours Community Nursing Services	C & W		X	X	X					X		
Oxygen Services	C & W		X									
Paediatric Learning Disability Service	C&YPW	X	X	X	X	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						
Patient Education Programme i.e Desmond	C & W		X	X	X							
Personal Independence Payment	MH	X	X	X	X	X	X	X	X	X	X	X
Phlebotomy	C & W		X	X	X					X		
Podiatry including Orthotics	C & W		X	X	X					X		
Psychological Services for Children	C&YPW	X	X	X	X	X	X	X	X			
Psychology	C & W									X		
Psychosexual Service	C&YPW	X	X									
Pulmonary Rehab	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							
Rehab and Supported Accommodation Schemes	C & W			X	X							
Restart & Recovery	MH	X	X	X	X	X	X	X	X			
Restart Social Inclusion Services	MH	X	X	X	X	X		X				
Rheumatology Service	C & W			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						
Special Needs School Nursing Service	C&YPW	X	X	X	X							
Specialist Triage, Assessment, Referral and Treatment Team	MH	X	X	X	X	X		X	X			
Speech and Language Therapists	C & W			X	X					X		
Speech and Language Therapists - Adult	C & W			X	X							

Key

MH - Mental Health

C&YPW - Children and Young People's Wellbeing

C&W - Community and Wellbeing



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NHS Foundation Trust

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