

QUALITY ACCOUNT AND REVIEW OF 2018-2019



Excellence

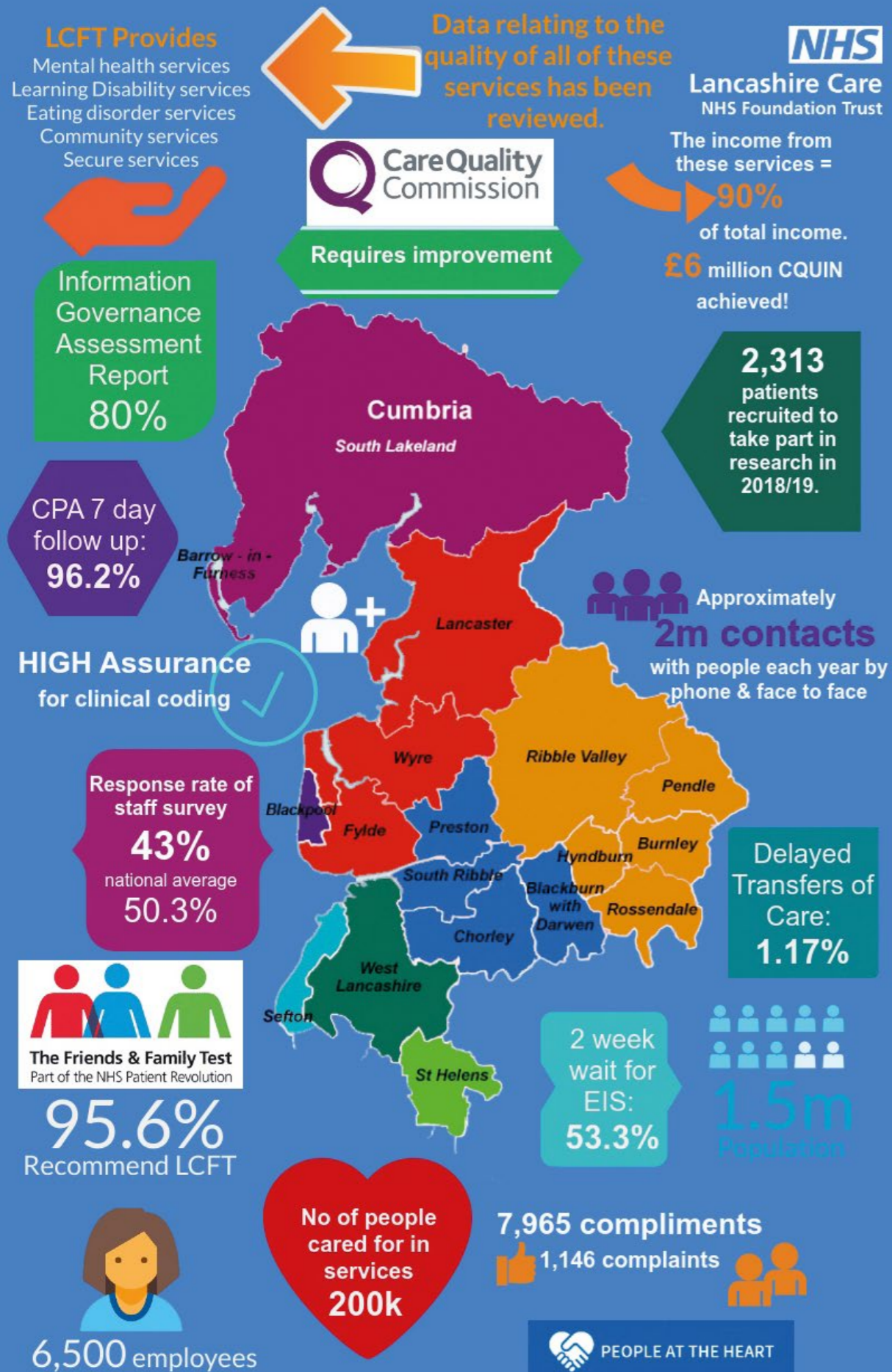
Accountability

Respect

Teamwork

Integrity

Compassion



This document provides you with the highlights from the main Quality Account and Annual Report for 18/19. It aims to give you a flavour of our achievements during this time along with an overview of our performance and future priorities. Full versions of both documents can be found at www.lancashirecare.nhs.uk



CAROLINE DONOVAN
 Chief Executive

QUALITY STATEMENT

OVERVIEW FROM THE CHIEF EXECUTIVE

This Quality Account is to share with you what the Trust is doing well, what it needs to improve and what its priorities are for the future. Some of these priorities will have been chosen in response to feedback that you have given us. We will keep listening to you and working to make the improvements that you want to see.

THE TRUST HAS A NEW CHIEF EXECUTIVE, CAROLINE DONOVAN, WHO JOINED LANCASHIRE CARE ON 1 APRIL 2019.

Caroline has a number of priority areas that are important to her and the rest of the Board. One of the big challenges over the last 12 months has been a large increase in demand for mental health services. This is a problem for a lot of Trusts across the country. This has resulted in people having to go out of the area for a bed and having to wait too long to be admitted. This is not acceptable to us and we are working hard, along with our partners to deliver an improvement plan. It is really important to us that our services are safe and that our patients can access them when they need to.

Our community services will continue to support people with physical health problems to be cared for at home. They also ensure that they work with partners to transfer elderly people out of hospital and into care homes or other placements as quickly as possible.

There has been some big changes this year in the range of services that we provide. We took the difficult decision to stop providing prison services, our 0-19 teams that work in the Lancashire County Council area transferred to Virgin Care and we also decided that our sexual health services for under 25s should transfer to another neighbouring Trust to make one big all age service, which is better for patients.

Our employees have worked really hard last year, through all of these changes and it is really important that the Trust keeps doing all that it can

to improve their well-being and make sure that they feel supported at work and enjoy it.

We value the views of the people that use our services and we could not improve without you. We will keep using lots of different ways to talk to you so that we can learn and develop our services to be even better.

We know that the next year ahead is going to bring some challenges with finances, managing demand and national shortages of staff to work in the NHS. We have plans to transform what we do and how we do it so that we can overcome these challenges and keep providing the services that people want and deserve.

We will focus on continuous quality improvement and involve the people that use our services in this to make sure that people get the best outcomes and experience of our services. Every team will learn new skills from an organisation called AQuA and will have help from people who use our services and a Trust called Northumberland Tyne and Wear to make sure that we are always being the best that we can be.

The Trust's Board of Directors has looked at this Quality Account to make sure it is true and fair. We hope that you can see how important safety, quality and service users and carer experience is to us. Thank you to everyone who supports the Trust.



ACHIEVEMENTS

MENTAL HEALTH

We have opened a new unit for new mums who are mentally unwell were they can be cared for with their baby. It is called The Ribblesmere Unit and mums that have used services helped the Trust to design it. We also have a community service that is linked to the unit that supports mums in their own homes. This service is provided in Cumbria and Lancashire and supports women during pregnancy and up to the baby's 1st birthday, this is called the perinatal period.



Above: Perinatal Team at The Ribblesmere Unit

A lot of investment has been put into mental health services this year. We have opened a new unit in Chorley with 30 beds for adults and a new assessment ward at our Blackburn site.

Crisis care is improving, we have received investment to put into frontline services. We also opened another Crisis House in Burnley with the Richmond Fellowship where people can stay for up to 7 nights and be supported.



Lancashire Care will continue to provide liaison and diversion services in Cumbria and Lancashire after securing the contract for the next 6 years. This specialist service supports vulnerable people from the age of 10 who are at risk or already in contact with the criminal justice system.

A partnership with Preston North End is enabling people in our secure services to gain sports, coaching and mentorship qualifications.

Partnership working is really important in ensuring that people get the support that they need. We are working with the police and ambulance service to help people who are in mental health crisis and by the end of February 2019 we had responded to 427 incidents together.

We want to make sure that people can live well, stay well and be well, so we are changing how we do things to be more recovery focused. Working with partners we are offering free courses that people can access to support their well-being in Central Lancashire and we plan to roll this out to the rest of the county. Our recovery bus, HARRI has taken to the Lancashire roads to reach out to communities, providing advice and health checks to people on board. We have also welcomed peer support workers into the Trust who will share their experiences to help others that are currently in services.

**Health
Advice
Recovery
Resilience
Information**



ACHIEVEMENTS (continued)

COMMUNITY WELL-BEING

The Moving Well service has been launched to support people in Central Lancashire with muscle and joint problems. We provide this service in partnership and focus on making sure that people get help as early as possible.

We are working with partners to make sure that we plan and deliver services that local people want and need. In Chorley we work with the council to provide a well-being service to deliver services in a more joined up way. In Blackburn with Darwen we have worked with GPs to create neighbourhood teams that work together in the community.

We have worked with the ambulance service, giving them training and enabling them to refer frail elderly people into our community teams so that they do not have to go to hospital. The 'Home First' scheme has also launched in Central Lancashire and Blackburn with Darwen to support people to be discharged from hospital with the help of occupational therapists providing the required aids, adaptations and support.

Three extra consultants have been appointed and an improvement plan is in place for Learning Disability and Autism, this is delivering better access points, care co-ordination and training.

A partnership between our Talking Therapy services and Beacon Counselling is helping people that have gambling addiction.



ACHIEVEMENTS (continued)

CHILDREN AND YOUNG PEOPLE SERVICES



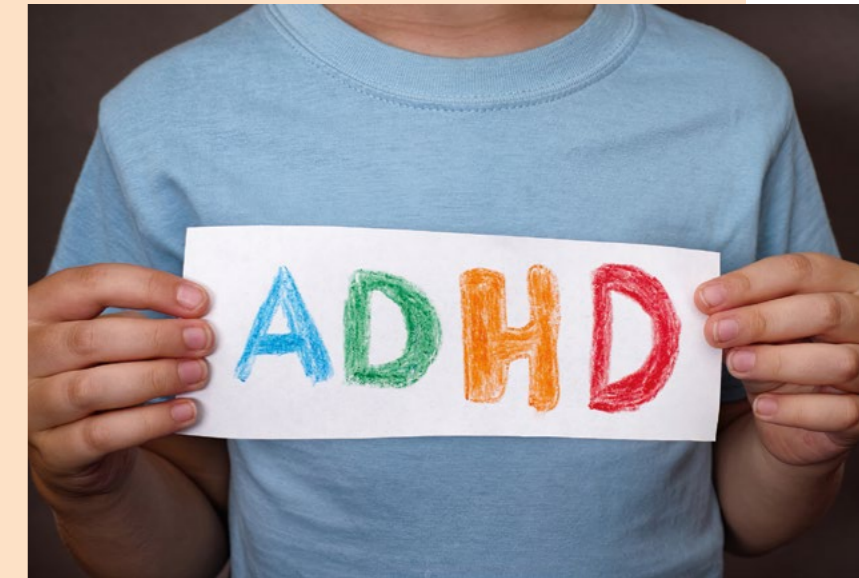
We are working with partners across **Lancashire and South Cumbria** to re-design mental health services for children and young people. The Thrive model has been designed with children, young people and their families to support young people with emotional well-being difficulties and/or mental health problems until their 19th birthday.



The Cove is the Trust's mental health unit for young people and they have helped to make some changes to the unit following a CQC inspection that rated it as requiring improvement. The unit has been transformed with new decoration, an outside gym, improved training for staff and a better choice of activities for the young people to get involved in.



Change Talks have taken place at schools across Lancashire, to get young people talking about mental health. Delivered by a young person with experience of mental illness the talks have proved very popular with teachers and pupils and more joint working with schools is planned.



Myplace is the Trust's partnership with the Wildlife Trust, giving young people from the age of 13 the chance to take part in eco-therapy activities. Plans are in place to offer this to young carers too and this will include residential weekends.

Improvement work in the **Adult ADHD service** has enabled it to assess new patients and provide follow up clinics to people. We have started to deliver clinics with GPs and patients also have the option of using digital tools to access support.

CORPORATE SERVICES

The **Test Bed** programme has helped people with long term conditions to use technology to help manage their long term conditions. The test bed finished in March 2019 and the learning from it will be used to help more people to use technology as part of their care.



£3 million of funding has been awarded to the Trust as part of the **Global Digital Exemplar programme**, this money will be used to progress technological and digital developments.



We have built an **online help centre** so that people can get advice and support on a range of topics that might be troubling them.

Our **people plan** is in place to make sure that Lancashire Care is a good place to work, develop and responds to feedback that employees have made in staff surveys. This year this has seen the introduction of coaching, leadership development and a range of apprenticeship opportunities and new roles being introduced such as nurse associates.





QUALITY PRIORITY 1



Supporting staff morale, well-being and resilience

Developing future leaders is really important, the Trust hosts the NHS Leadership Academy's Mary Seacole programme and 41 emerging leaders have taken part in this. The 7UP

programme has also been launched to develop band 7 clinical leaders. We also provide opportunities for people to get involved with the Trust to gain skills and experience:

- 60 volunteers who kindly give their time and help patients, staff and visitors
- 21 peer support workers who share their experiences to support others
- 20 students have done work experience at the Trust, doing 118 days of work across a number of teams
- 85 new apprentices have been employed
- 82 existing employees have been supported to do apprenticeships

We take the well-being of our employees very seriously and this year we have focused on reducing violent incidents, supporting staff better after they have been involved in an incident, working with staff to reduce stress and we vaccinated 77% of our staff against the flu virus.

Our People Plan is delivering the changes that our employees have asked for and we will keep listening to them.

MARY SEACOLE PROGRAMME



QUALITY PRIORITY 2

Co-design improvements with people who use our services, carers and families, truly understanding what matters to them

RECOVERY AND RESILIENCE

We are working with the University of Central Lancashire UCLan on 3 strands of work:

- They will research and evaluate our recovery model to inform how we think about this in the future.
- We offer UCLan students placements on our recovery college and the opportunity to lead the delivery of courses.
- People accessing the Trust's recovery courses can become volunteers, peer support workers and apprentices. We are also exploring how we can support people to become nurses and social workers.

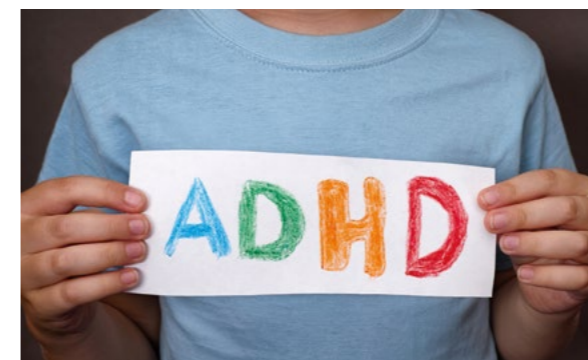


RIBBLEMERE UNIT

Mum's with lived experience of mental illness were very involved in the design, development and deciding how the Trust's new mother and baby unit, Ribblesmere, should run. From working with the architects to choosing the artwork for the walls, the mums played a key role. The operational policy for the unit was also co-produced with them to ensure that it is clear to everyone that works on the unit or is being cared for on it.

ATTENTION DEFICIT HYPERACTIVITY DISORDER (ADHD)

Adults with ADHD have played a key part in assessing and improving how the service works, suggesting additional social support that they would like to see in place. The Recovery Team will work with them to look at setting up support groups across Lancashire.



WHITTINGHAM LIVES

Whittingham Lives is a heritage project about the Whittingham Asylum in Preston from when it began in the 1850s until its demolition in 2016. Many people are involved in the project that has the aim of changing people's thoughts about mental illness. The Trust is a major partner in the project which is funded by the Heritage Lottery Fund and the Arts Council.





QUALITY PRIORITY 3



Supporting Safe Care

PRESSURE ULCERS

We continue to focus on preventing pressure ulcers and providing high quality skin care. We have reviewed our practice to make sure it is meeting the new standard set by NHS England and our training has also been reviewed with online and face to face training now available.

has been tested out at The Cove and comments include "It has really changed attitudes" and "I have learnt that restraining someone is a last resort and many times not necessary."

Positive and Safe has also been tested at the Ribblesmere mother and baby unit and is being rolled out next across female wards, older adult wards and The Orchard.

RAPID TRANQUILISATION



The Trust's Pharmacy Team is working with clinical teams to ensure the monitoring and recording

of patient observations after this medication is given to them. The electronic medication system now reminds staff about monitoring patients and focus groups have been held to educate staff about national standards and resources that they can access to improve care for patients.

VIOLENCE REDUCTION

The Trust takes the safety of its staff and service users very seriously and its Safety & Security Team have been working with the police to build relationships between teams and the units and the officers that are called to respond when there is an incident at a unit. The Violence Reduction Team has had training from the police that they have been able to cascade and 45 police officers have also had training to become Mental Health Champions. This means that there is always an officer on shift that has extended knowledge of mental health issues.

POSITIVE AND SAFE PROGRAMME

This programme aims to reduce violence and aggression on the Trust's mental health wards by changing how we do things in clinical practice. It

PRONE RESTRAINT

Prone restraint was stopped from practice in 2015 and we are working towards removing all forms of restraint. The violence reduction training and specialist nurses support teams to reduce restraint in practice.



QUALITY PRIORITY 4

Building continuous improvement capability and celebrating successes

The Trust and its Board have made a commitment to continual improvement, learning and development. Existing teams have been brought together so their expertise can be used to achieve our ambitions to be the best that we can be. So far we have:

- Engaged with staff and volunteers about what continuous improvement means to them, capturing their ideas to inform innovation and service developments
- Co-produced the shared objectives for the Trust so that everyone is clear about how they can personally contribute to the achievement of its goals
- Signed up to putting safety first with a focus on learning and supporting staff
- Joined up with a range of partners to build capability and expertise
- Launched the 'Soup' event so that employees can suggest improvement ideas and get funding for them
- Established an annual conference where teams can showcase examples of continuous improvement
- Partnered with Implementing Recovery through Organisational Change (ImROC) to put our recovery approach in place

Quality Improvement Projects

IMPROVING SOCIAL INCLUSION - THE CELLAR

The Community Restart Team in East Lancashire works with people and partners to set up support groups and projects within the community. In 2018 over 2000 people benefited from groups and projects supported by the team and they won the ENEI Community Impact Award 2018.

Working in partnership with The Open Door Centre in Colne having secured £10,000 from the lottery and the support of the local community and organisations, The Cellar was born and is managed as part of the Open Door Centre.

Previously unused space was transformed to create an area that is now used at evenings and weekends by local groups. People come together to enjoy creative writing, films, music and they can also access adult learning courses there and peer support for anxiety.

"The Cellar is a place that benefits many people who are experiencing some difficulty in their lives including vulnerability, isolation, mental health and addiction, this is a sustainable and stable project that will carry on for years to come."



Above: The East Lancs Community Restart Team at the ENEI Awards





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CELEBRATING SUCCESS 2018/2019

1. The Burnley and Pendle speech and language therapy team were nominated for the Healthier Communities NHS70 Parliamentary Awards by Andrew Stephenson MP.
2. The RCNi Queen Nursing Award was presented to Kathryn Woods.
3. The RCNi Learning Disability Nursing Award was awarded to Tracey Hartley-Smith for bridging a gap in services for children with learning disabilities and autism.
4. The Patient Safety Award at the National Pharmacy Technician's ceremony was presented to Jane Astley.
5. In the ENI awards the Trust was shortlisted in 3 categories and won for 'Community Impact'.
6. At the Healthcare Financial Management Association (HFMA) North West Branch Awards 2018, the Finance Department won the 'Best Place to Work' category.
7. The Trust is on the shortlist for the Nursing Times Workforce Awards in the 'Best Recruitment Experience' category.
8. Dr Gareth Thomas won Psychiatric Trainer of the Year at the RCPsych Awards 2018.
9. Three services were shortlisted at the national Positive Practice Awards 2018 with the Rapid Improvement and Intervention Team winning in the category of 'older adult functional mental health services'.
10. The Ministry of Defence Armed Forces Covenant Employer Recognition Schemes Silver Award 2018 was presented to the Trust.
11. The Community Pain service won at the Good Help Awards for 'good help practice'.
12. The Trust won the 'Improving Working Lives' category at the Allocate Awards 2018.
13. The Trust made the shortlist for the Excellence in Diversity Awards.
14. The DESMOND Team in Central Lancashire won at the Celebrating DESMOND Annual Awards Programme 2018 in 'Team of the Year'.
15. Alongside Richmond Fellowship, the Trust was shortlisted for a HSJ Partnership Award for 'best not for profit working in partnership in the NHS' for the services it jointly provides to support people in crisis.
16. Mr Yousaf Iqbal, consultant, was awarded supervisor of the year for the day to day supervision he oversees and development of academic training.



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PART 2

LOOKING AHEAD TO 2019/20

OUR QUALITY PLAN PRIORITIES

Our Quality Plan sets out our priorities for the next three years and this section sets out what we will focus on in year 1, 2019/20.

Our staff will play a big part in delivering the plan and it is important that they have the confidence and skills to do this, so we will be working with the Advancing Quality Alliance (AQuA) to provide continuous improvement training. This will help us to achieve our quality priorities and to deliver the changes to achieve a CQC rating of 'good' and then 'outstanding.'



PRIORITY 1 - SAFETY

WE WANT TO:

Keep our patients, staff and members of the public safe, protecting them from harm and safeguarding them from abuse.

Proactively manage risk, learn from when things go wrong and from best practice.

HOW WE WILL DO THIS:

- By creating a culture of fairness, learning, trust and accountability with the involvement of our employees, service users, carers and wider stakeholders
- We will be proactive instead of reactive, focusing on safety, near misses and those things that we are doing well
- Ensuring our systems and processes are designed to be as safe as possible
- Developing a learning framework across services and professions that results in improved safety practices
- By working with partners to reduce deaths and suicides
- By reducing harm to patients and staff, focusing on reducing violence, preventing pressure ulcers, reducing medication mistakes and improve the physical health of people in our mental health services

WHAT WILL SUCCESS LOOK LIKE?

- Staff will feel able to speak out, are supported to do so and remain accountable for their actions
- We will listen and learn from staff and respond accordingly
- We will have a good safety culture where incidents are prevented and minor incidents don't become serious
- We will have a focus on learning and avoid harm as a result of this



PRIORITY 2 - EFFECTIVENESS

WE WANT TO:

Deliver effective care, treatment and support to our patients, their families and carers so that they have good outcomes.

HOW WE WILL DO THIS:

- By achieving a CQC rating of 'Good' and build on this to become outstanding
- By taking part in national audits and schemes to develop the quality of our services and achieve a seal of approval that gives our patients assurance and confidence
- Refreshing our quality assurance framework so that teams can measure their success
- Working with partners to transform services, improving access and good outcomes
- Maintaining our position as a leading research active Trust which drives quality improvements and gives patients access to the best evidence based practice
- Using new technology to improve the quality and efficiency of services

WHAT WILL SUCCESS LOOK LIKE?

- We will be able to assess the quality of our services in line with CQC standards
- We will provide more effective treatments and services and better outcomes
- Our employees will have increased skills and the capability to improve services and work in different ways
- Our waiting times will be in line with national standards



PRIORITY 3 - EXPERIENCE

WE WANT TO:

Ensure that our patients, their families and carers are treated with compassion, kindness, dignity and respect. We will seek their feedback about how we are performing and respond to this.

HOW WE WILL DO THIS:

- By actively seeking out feedback and using this to improve
- By using the 'Triangle of Care' model across our services which brings together service users, professionals and carers to promote safety, support recovery and well-being
- By creating a culture of recovery, resilience and involvement to support independence, choice and recognises the value of peer support
- Co-producing the development and delivery of services with people
- Putting patients, their needs and those of their carers/families at the heart of everything that we do by listening and learning. Then adapting our systems and processes to ensure that we are putting them first
- Developing our staff to listen and respond to the experiences that people have so that every employee can take responsibility for delivering positive experiences for patients

WHAT WILL SUCCESS LOOK LIKE?

- Patient and carer surveys will show that they feel involved in decisions about their care and treatment and that it helped them achieve what matters most to them
- People with lived experience will co-design service improvements
- People will have more opportunities to self-care and manage their own health by learning new skills to do this



PRIORITY 4 - PROFESSIONAL AND CLINICAL LEADERSHIP

WE WANT TO:

Ensure that we have a clinical workforce that is able to support the achievements of our quality priorities for safety, effectiveness and experience.

HOW WE WILL DO THIS:

- By actively improving recruitment and retention, ensuring that staff feel valued and engaged
- By ensuring that safe staffing levels are in place, that we have measures to monitor and report on this and act when services need support
- By developing new clinical roles to meet the changing needs of patients and the service
- By up-skilling and developing clinical professionals, supporting them to work in complex situations
- By developing new clinical leaders for the future who already have a positive impact on the delivery of quality services
- By improving support for staff after incidents and their overall well-being, recognising the demands that are upon them

WHAT WILL SUCCESS LOOK LIKE?

- We will increase the number of peer support workers across our services
- We will increase the number of employees who would recommend the Trust as a place to work in the staff survey
- We will increase the capability of our employees to do things in different ways
- We will meet safe staffing levels across all areas

CQC

Handicaps	Requires improvement	Good	Outstanding
Are services safe?	Requires improvement	Good	Outstanding
Are services effective?	Requires improvement	Good	Outstanding
Are services caring?	Good	Good	Outstanding
Are services responsive?	Good	Good	Outstanding
Are services well-led?	Requires improvement	Good	Outstanding

The Trust is registered with the CQC and does not have any conditions placed on its registration. The CQC took enforcement action against the Trust in 2017/18, issuing a requirement notice following an inspection. This is used when a provider is in breach of a regulation but people are not in immediate harm and requires the Trust to deliver an action plan.

Sites inspected by the CQC in 2018/19 were:

- Acute mental health wards for adults and psychiatric intensive care units
- Forensic (secure service) wards (Guild Lodge)
- Children and young people's mental health wards (The Cove)
- Mental health crisis services and places of safety
- Community health hospital wards (Longridge Hospital)

Improvement plans were developed for those services that were identified as requiring improvement which have been grouped into themes.

The detailed CQC reports on the Trust's services can be found in full at www.lancashirecare.nhs.uk/Care-Quality-Commission



SUPPORTING AND EMPOWERING CLINICAL LEADERS

WE HAVE:

- Improved rates of appraisal, mandatory training (exceeding the 80% Trust target) and supervision, with a new system put in place to record this more easily and accurately
- Reviewed the roles of clinical leaders to make sure they are clear and balance frontline activities with providing leadership that teams can see

- Reviewed staffing levels to make sure they are safe, working with the national lead, Keith Hurst. This has recommended investment of £3 million to increase staffing levels

STRENGTHENING THE CLINICAL SERVICE AT THE COVE

WE HAVE:

- Involved young people in planning their care and increased access to activities and education for them
- Reduced restrictive practice at the unit
- Involved young people in re-decorating the unit to improve their living space
- Involved young people in improving the menu



IMPROVING THE MENTAL HEALTH CRISIS PATHWAY

WE HAVE:

- Introduced the positive and safe programme to reduce violence
- Refurbished our 'place of safety' suites to improve their appearance and available facilities
- Worked with partners across the system to understand current pressures and we will continue to come up with solutions together

For more information about the Mental Health Improvement Plan please visit www.lancashirecare.nhs.uk/ntw-review



OTHER INFORMATION

LEARNING FROM DEATHS

We take any death of anyone known to our services very seriously and have processes in place to review them. Reviewing deaths enables us to see if it could have been predicted or prevented, it also tells us if the death was because of a problem in care. Sometimes there is learning that can be taken and we use this to change how we do things.

We have a procedure about Learning from Deaths and you can access this at www.lancashirecare.nhs.uk/learning-from-deaths

We also publish data about deaths every quarter in our Quality Report that goes to the Board. This can be found at www.lancashirecare.nhs.uk/Board-Meetings

The full Quality Account provides a summary of data relating to deaths in 2018/19.



PATIENT EXPERIENCE

The Trust uses the Community Mental Health survey to find out what people think of its services. 850 questionnaires were sent out and 194 were returned, a response rate of 24.1%, giving the Trust feedback on people's experience of care between September – December 2017.

The survey suggests that Lancashire Care is performing the same as other Trusts in 11 sections (health and social care workers, organising care, planning care, reviewing care, changes in who people see, crisis care, medicines, treatments, support & well-being, overall views of care and services and overall experience).

What the Trust is doing to improve:

- Using the feedback to develop quality improvement plans
- Always Event, working with CMHTs on timely communication
- Involving people in decision making
- Ensuring that information provided is clear including care plans and leaflets
- Making sure that our care and treatment is person centred
- Providing supervision and support to our staff to drive up standards of care
- Giving feedback about changes to care delivery and making sure that we always support people when there are changes to their care



STAFF SURVEY

We will keep listening to our employees, we know that there is more that we need to do to increase satisfaction and engagement. We are focusing on three themes; well-being, management and leadership and the People Plan Delivery group will oversee the improvement plan for 2019/20. In summary, we are going to:

- Make sure our exec team keep visiting frontline services and acting on the feedback they are given
- Improve how we do appraisals
- Hold well-being roadshows and engagement events
- Run race equality and disability projects
- Provide more leadership and management development opportunities
- Increase opportunities for students and apprentices
- Support and develop employees so that they want to keep working here
- Reduce levels of sickness

SAFETY INCIDENTS

Making sure that we provide safe services is a priority, we record any incidents and encourage our employees to report them. This helps to reduce the risk of incidents happening in the future by encouraging staff to be open and focus on patient safety. Data about incidents is reported each quarter and the full version of the Quality Account provides a summary over the last 4 years.

Data for 1 October 2016 - 31 March 2017

		Compared to national average
Rate of patient safety incidents	53.72	↑
% resulting in severe harm	1.5	↑
% resulting in death	0.7	↓

What we are doing to improve incident reporting:

- New dashboards have been rolled out so teams can see live information and report incidents
- A Serious Incident Learning panel has been set up to take a good look at action plans after an incident, providing scrutiny and challenge when needed
- Training our investigation and learning team to ensure that they are highly qualified in investigative skills

PARTICIPATION IN CLINICAL AUDITS

A programme of audits is in place across all of the Trust's clinical audits, they each identify 8 priority clinical audits and these serve to identify good practice as well as identifying any aspect of care or service delivery that needs to improve.

In addition to 42 local clinical audits, in 2017/18 the Trust also took part in 17 national audits and the detail is in the full version of the Quality Plan. The reports from the audits are reviewed and then actions are taken to improve quality.

REVIEW OF 2018/19

OVERVIEW OF OUR SERVICES, STRATEGY & VISION



SERVICE INFORMATION

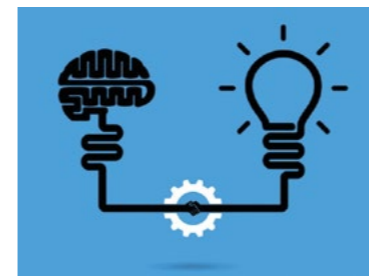
The Trust's services are arranged into clinical networks as follows:

The Mental Health network provides services for adults aged 18 and over, including the provision of specialist secure services and perinatal services for new mums who are experiencing mental illness.

The Community and Well-being network provides community/specialist nursing and therapies, learning disability services, intermediate care services, rheumatology and dentistry services as well as access to psychological therapies (IAPT) services.

The Children and Families Well-being network provides mental health and well-being services up to the age of 25 and public health services.

The networks are supported by corporate support services including; finance, workforce and organisational development, nursing and quality, transformation, communications and engagement, strategy and business planning, risk management and clinical audit.



INNOVATION & RESEARCH ACTIVITY

Lancashire Care is a research active Trust and recognises the value that this brings in terms of continuously improving care, spreading innovation and promoting best practice.

In 2018/19, the number of research participants recruited has exceeded our local target and the total that were recruited in 2017/18, with 2,313 recruits in this financial year.

A SNAPSHOT OF OUR STUDIES/TRIALS DURING 18/19

In year 63 active studies have taken place, 46 of which have actively recruited participants. The studies have included:

- Providing Meningitis-B vaccinations for students at local colleges
- Investigating stratified care within our talking therapy services
- National Institute of Health Research (NIHR) funded feasibility trial of Eye Movement Desensitisation Reprocessing therapy in patients with early psychosis
- ROSHNI-2 (NIHR funded), delivering a group psychological intervention for postnatal depression in British mothers of South Asian origin

We have also continued to deliver complex clinical trials through our NIHR Clinical Research Facility which we run in partnership. Additionally, partnerships with local universities continue to support major funding applications for research into mental health interventions.



OUR STRATEGY

The Trust's strategy has to be flexible and respond to the external environment, taking into consideration the direction of travel nationally and local health economy plans.

In January 2019, NHS England published the Long Term Plan (LTP), setting out a 10-year programme of improvements to NHS services. Local health care systems have also been asked to create strategic plans for their area by November 2019 and the Trust is engaging in this process.

Alongside this and in light of some challenges that need to be addressed, the Trust's Board has agreed to the refresh of the Trust's overarching strategy and the development of a range of enabler strategies.

The updated overarching strategy will also include a review of the Trust's vision and values and will set out new strategic priorities.

OUR CQC RATING

The Care Quality Commission (CQC) inspected the Trust in January and February 2018 and assigned an overall rating of 'Requires improvement'. Out of 14 core services 9 of them were rated as good. The CQC inspected five core services:

- Acute wards for adults and psychiatric intensive care units
- Forensic inpatient and secure wards
- Child and adolescent mental health wards
- Mental health crisis services and health based places of safety
- Community health inpatient services

The CQC undertook another inspection of the Trust during May – June 2019. The inspection team visited The Cove (CAMHS), dental services, community mental health teams, crisis services and adult inpatient wards. At the time of publishing this review the Trust was awaiting the outcome of this latest inspection and resultant rating.

All of the Trust's CQC inspection reports are published at www.lancashirecare.nhs.uk/Care-Quality-Commission





OUR PEOPLE

SPOTLIGHT ON OUR PARTNERSHIPS

The Trust works in partnership with many organisations including other NHS Trusts, volunteer groups, charities and local councils. Working in partnership helps us to meet the wide ranging needs of the people that use our services and enhances what we can offer to them.

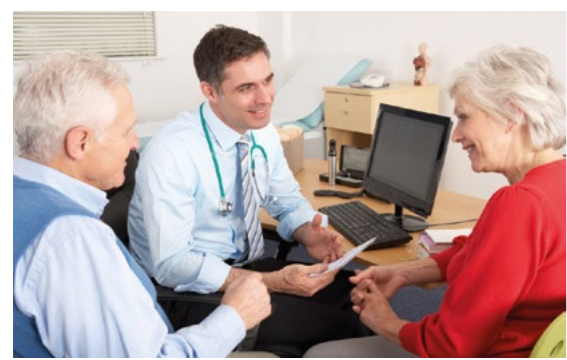
One of the hallmarks of the NHS Five Year Forward View is that the NHS should engage and work collaboratively with other organisations in the delivery of services. Partnerships are a great opportunity to share ideas, experience and learning.



OUR PEOPLE

The Trust has a highly dedicated workforce comprising almost 7,000 employees who work hard to deliver high quality care and services. In addition to this, they have made a significant contribution to the service developments that we have achieved in year.

A key priority during 2018/19 has been supporting our workforce to ensure we retain our employees and attract people to work at the Trust. We continue to put a big emphasis on listening to what our employees are telling us and acting on this feedback to improve our offer and ensure that they are motivated.



The staff survey results for this year demonstrate that much more work is required to address staffing pressures and provide further support. The Trust's new Chief Executive is leading a refreshed approach to engagement, using Listening into Action during 19/20 to drive positive changes that will benefit employees and ensure that Lancashire Care is a great place to work.

Listening into Action



PSYNERGY PILOT

The Trust has been working alongside North West Ambulance NHS Service Trust (NWAS) and Lancashire Constabulary to jointly respond to people in mental health crisis.

The pilot, called Psynergy, was launched in 2018 in Blackpool, Fylde and Wyre, and involves a senior mental health nurse from Lancashire Care, a paramedic and a police officer coming together as a crew in a NWAS vehicle to jointly support people experiencing a mental health crisis.

The aim is to provide people with appropriate triage, offer the right care and advice, improve patient experience and avoid unnecessary hospital admissions.

Since its launch, the Psynergy team has attended 570 incidents, 195 of these needed advice only at the point of contact with only 20 contacts leading to Section 136 detentions under the Mental Health Act. The pilot is also able to support people to remain in their own homes with the right care.

The team triages people on scene and ensures that the most appropriate pathway to support the patient is identified and initiated. The team works seven days a week and operates from 4pm until midnight, a period that NWAS and the police identified as a key time for mental health call outs.

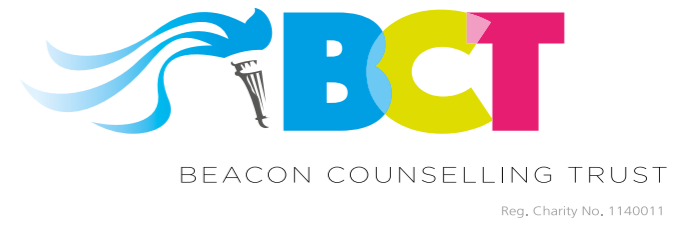
The pilot has now received funding from Fylde Coast commissioners to continue for another twelve months.

The Trust will then work with partners to evaluate the pilot and develop a plan to roll this out across Lancashire and South Cumbria as part of an on-going Mental Health Improvement Plan which is shared between NHS, police and local authorities.

BEACON COUNSELLING

The Trust has been working with Beacon Counselling Trust to develop a support and harm-minimisation programme for gamblers. Following on from this, Unite has launched a workplace gambling charter, which has been created to provide a framework for employers and unions to assist workers who are having gambling problems.

The charter offers practical support and information on how employers and unions can promote the health and well-being of their workers who are experiencing gambling related harm, reduce sickness and absence, and assist those who want or need to change their relationship with gambling.





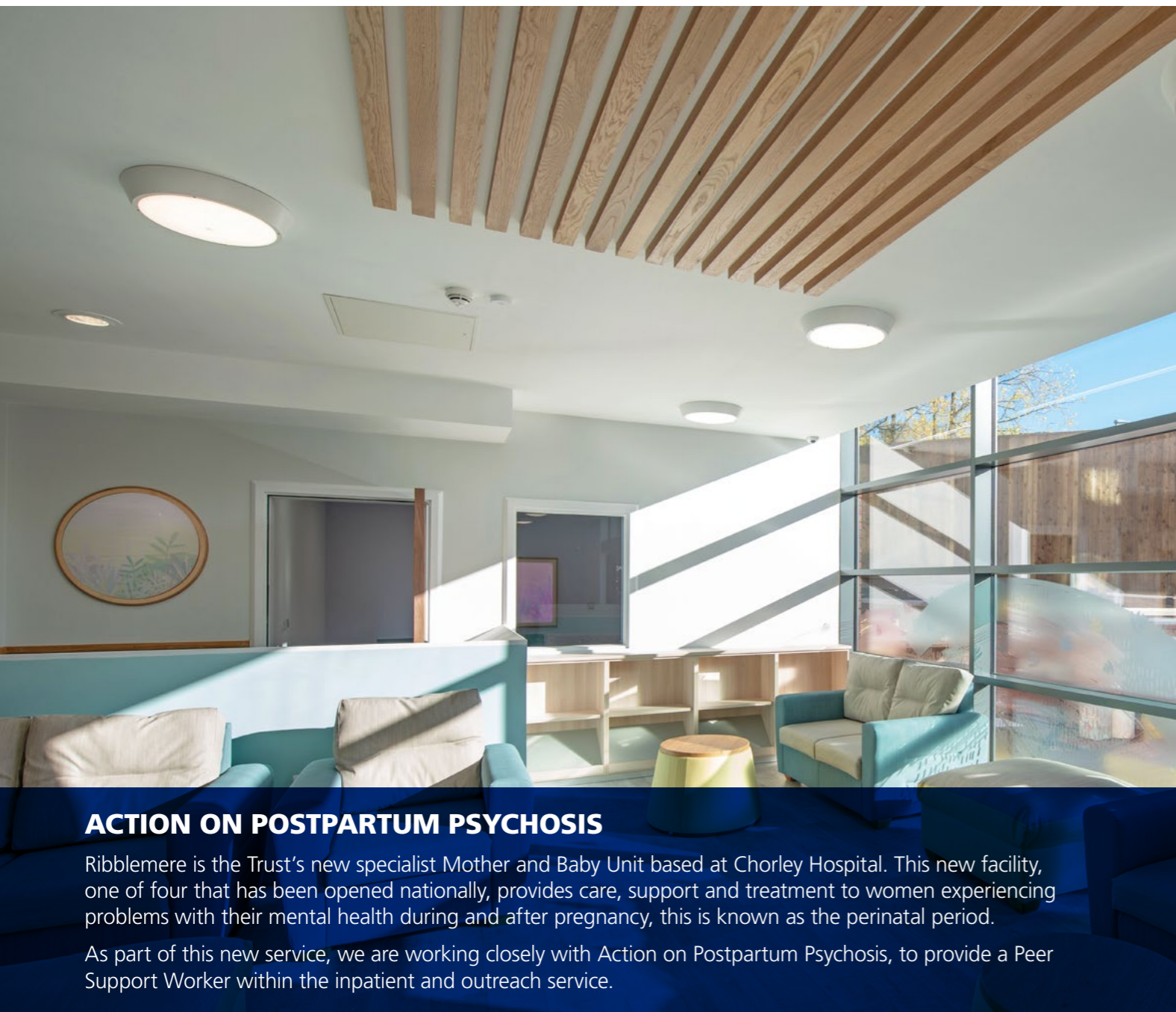
**Lancashire,
Manchester &
N Merseyside**

LANCASHIRE WILDLIFE TRUST

Myplace ('Motivated Younger People Looking after Community Environments') is an example of how we collaborate in innovative partnerships beyond traditional boundaries of health and care.

The partnership with Lancashire Wildlife Trust enables young people in contact with services to be referred to take part in environmental activities in their local green spaces, known as eco-therapy. This helps to build resilience by enabling them to connect with nature and each other, bringing about positive benefits to their own health and mental well-being.

In addition, their activity helps to improve local green spaces so the wider community also benefits.



ACTION ON POSTPARTUM PSYCHOSIS

Ribblemere is the Trust's new specialist Mother and Baby Unit based at Chorley Hospital. This new facility, one of four that has been opened nationally, provides care, support and treatment to women experiencing problems with their mental health during and after pregnancy, this is known as the perinatal period.

As part of this new service, we are working closely with Action on Postpartum Psychosis, to provide a Peer Support Worker within the inpatient and outreach service.

ORGANISATIONAL WIDE PRIORITIES

In addition to the Quality Priorities on page 18, on her appointment, the Trust's new Chief Executive, Caroline Donovan, set out a number of immediate organisational wide priorities to address the current challenges and make some real improvements during 19/20.

Priority	What We Are Doing...
Mental health acute pathway	Delivering an improvement plan with system partners in response to recommendations following an independent review of our pathway by Northumberland, Tyne and Wear, which we fully accepted. This will ensure that people are getting the high quality service and support that they deserve and that our staff can feel proud of delivering.
Improving our CQC rating	Learning from the inspection process and making the changes that are required to improve quality. Our aim is to improve and re-gain a rating of good with the aim of being outstanding.
Securing mental health investment	The Chief Executive worked with local and national colleagues to agree investment in mental health and learning disability services for 19/20. We are using this to deliver the service improvements associated with the mental health improvement plan.
South Cumbria integration	We will continue to work closely with colleagues in South Cumbria as we integrate services from this area into the Trust. We will do this in a way that is inclusive and engaging, ensuring that we are learning from each other to create strong clinical pathways for the future.
Creating the right culture	We will keep listening to our employees and acting on their feedback using the Listening into Action Programme which will involve people at all levels in the changes and improvements that we need to see. This will create the right culture and climate so that our staff enjoy coming to work, feel fulfilled, listened to and developed.
Integrated Care Partnerships	We will keep supporting and working with the ICPs to achieve the delivery of integrated working and priorities relating to prevention and population health with the involvement of local citizens.

OVERVIEW OF FINANCES AND CONTRACTUAL ACTIVITY



OVERVIEW OF FINANCES

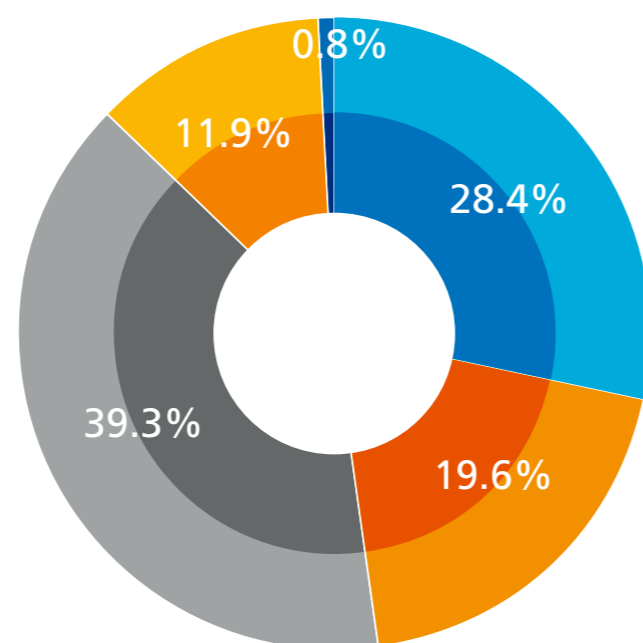
The Trust met its control total, which is the financial target set by regulators NHS Improvement, and ended the year with a £0.9 million surplus. This was a significant achievement for the Trust delivered in spite of financial challenges, mainly due to the demand for mental health services throughout the year.

CAPITAL EXPENDITURE

In terms of capital, spend in 2018/19 was £16 million:

- Estates and infrastructure £3.5m
- IT schemes £2.9m
- Inpatient and Perinatal developments, £9.7m which included the modernisation of the Trust's wards in Blackburn (£1.7m) and the opening of a new perinatal facility in Chorley (£8.5m)

TOTAL EXPENDITURE: £366 MILLION



- Corporate & Reserves
- Community Services
- Adult Services
- Children & Family Services
- Pharmacy Services

There were a number of business development bids submitted during 2018/19 that have enhanced the Trust's existing services to continually improve the outcomes for service users and carers.

SERVICES GAINED OR RETAINED IN YEAR

Contract Awarded	Value (per annum)	Date Awarded	Effective from
iMSK	£7 - £7.2m	March 2018	June 2018
Community Perinatal Mental Health Services	£2.2m (including CQUIN)	April 2018	November 2019
Liaison and Diversion Cumbria and Lancashire	£2.3m	December 2018	April 2019

SERVICES LOST IN YEAR

Contract	Value	Date lost
Lancashire and South Cumbria Public HealthCare – Emotional and Mental Health in Schools and Colleges Support services	£158k	03 May 18
LCC Universal Services 0 -19 Public Health Nursing	£20.8m	17 October 2018

Following the outcome of the Universal Services tender on the 27 November 2017 the Trust, together with Blackpool Teaching Hospitals, issued legal proceedings against the decision. The joint challenge was upheld; however, the procurement decision was to award the Universal Services contract to Virgin Care. The service was transferred on 1 April 2019.

LISTENING & RESPONDING TO OUR RESPONSIBILITIES



HEARING FEEDBACK

We value the views of the people that use our services and want to hear about their experiences, both good and bad. The Hearing Feedback service receives compliments, complaints and suggestions about our services that we use to make improvements and share good practice.

HOW DID WE DO IN 18/19?

	2018/19	2017/18
Number of Compliments	7,965	8,190
Number of Complaints	1,146	1,554
Number of Comments	71	65
Enquiries from General Practitioners	12	10
Enquiries from Members of Parliament	136	106

Our Friends and Family Test results for 18/19 indicate that 95.6% of people would recommend Lancashire Care.

SOCIAL, COMMUNITY & HUMAN RIGHTS

The Trust is committed to providing inclusive healthcare and employment, and recognises that this often means making adjustments to ensure that opportunities are accessible to all.

What we have in place to support inclusivity:

- **Our Equality and Diversity Statement of Intent 2015-20 has been in place for four years and outlines our commitment and approach to diversity and inclusion taking account of the Human Rights Act and the FREDA principles (fairness, respect, equality, dignity and autonomy).**
- **Mandatory Equality and Diversity training for all staff.**
- **An Equality and Diversity team providing strategic and operational guidance to teams and individuals.**
- **120 equality and diversity champions who work in a range of roles.**
- **Representation and partnerships with local stakeholders.**



ENVIRONMENT

The Trust continues to work hard to reduce its impact on the environment and support sustainability. Actions we are taking to do this:

- **Training staff at induction about sustainability**
- **Reducing building energy demands**
- **Improving access to sustainable transport**
- **Implementing a sustainable travel plan**
- **Minimising waste generation**
- **Increasing recycling rates**
- **Reducing carbon emissions associated with procurement**

The Trust's Sustainable Champions Group continues to meet and contributes to reducing carbon emissions while expanding sustainability across the Trust. The group also serves to exchange knowledge and understanding on the most efficient ways to progress the sustainability agenda using existing networks, policies and procedures.

SPOTLIGHT ON SUCCESSES

- The Trust is in the top 20 of the 'Excellence in Diversity Top 50 Inclusive Employers' list
- Retained its Disability Confident and Mindful Employer accreditations
- Won a Community Impact award from the Employers Network for Equality and Inclusion and has been shortlisted for a number of other national diversity and inclusion awards
- At Guild Lodge, the 'Hate Doesn't Belong Here', hate crime project in partnership with the police has served to raise awareness about hate crime and increase the reporting of it. This fantastic project has served to address discrimination and went on to be shortlisted for an NHS Parliamentary Award



BOARD MEMBERSHIP

AREAS OF RESPONSIBILITY

EXECUTIVE TEAM



DAVID EVA
CHAIR



CAROLINE DONOVAN
CHIEF EXECUTIVE



BILL GREGORY
CHIEF FINANCE OFFICER



DAMIAN GALLAGHER
DIRECTOR OF WORKFORCE & ORGANISATIONAL DEVELOPMENT



DR RICHARD MORGAN
INTERIM MEDICAL DIRECTOR



RUSSELL PATTON
DIRECTOR OF OPERATIONS



PAUL LUMSDON
INTERIM DIRECTOR OF NURSING & QUALITY



JOANNE MOORE
DIRECTOR OF STRATEGIC DEVELOPMENT & PARTNERSHIPS

NON-EXECUTIVE DIRECTORS



LOUISE DICKINSON



JULIA POSSEMER



ISLA WILSON



DEBBIE FRANCIS



DAVID CURTIS



SHAZAD SARWAR

Membership of the Executive Team as at 31 March 2019 was different and included; Heather Tierney Moore, Chief Executive (retired March 2019), Max Marshall, Medical Director (retired March 2019) and Sue Moore, Director of Strategic Developments and Partnerships (retired April 2019).

You can read about our Board members at www.lancashirecare.nhs.uk/Trust-Board along with links to Board papers.

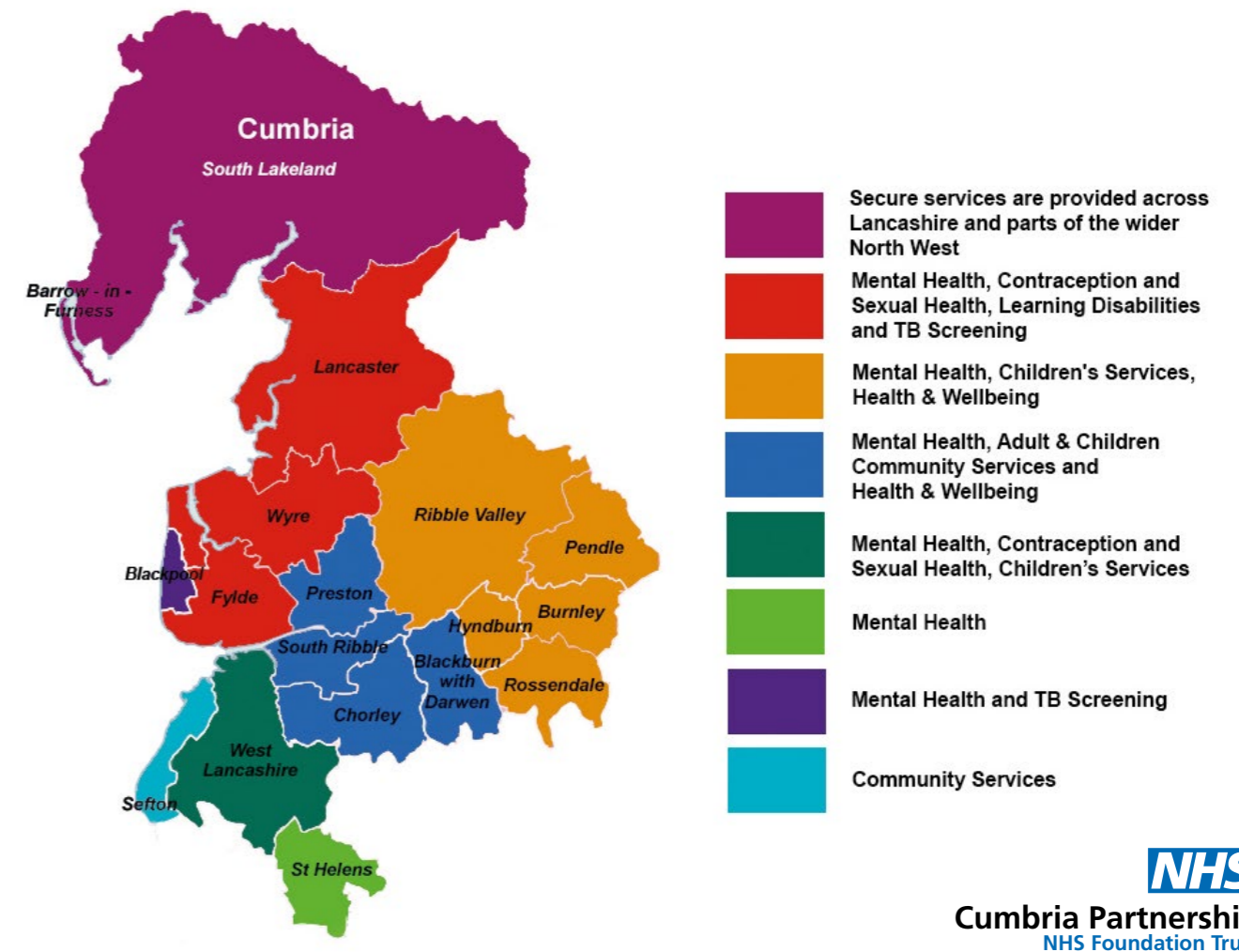
Lancashire Care is a Foundation Trust and has a Council of Governors, elected by members, who act as a critical friend to the Trust's Board. Anyone over the age of 14 can become a member. More information about being a member and the Council of Governors is available at www.lancashirecare.nhs.uk/Join-Us

COMMISSIONER INFORMATION

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

- Blackburn with Darwen
- East Lancashire
- Greater Preston
- Chorley and South Ribble
- West Lancashire
- 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 our Children and Young People's network are commissioned by CCGs, local authorities and NHSE. The map shows which services the Trust provides by area.



From October 2019, the Trust will also provide mental health services for adults and young people in South Cumbria. This follows Morecambe Bay CCG stating that it wants one mental health provider delivering services across the Lancashire and South Cumbria footprint. This means that services in the south of the county provided by Cumbria Partnership Foundation Trust will join Lancashire Care from that date.

SERVICE DIRECTORY

A full list of all of the Trust's services and contact details can be found online at www.lancashirecare.nhs.uk with details of how to access support and you can also use our online help centre for support.

The Trust would like to thank all of its partners for their continued support and for the feedback that they have provided about the full version of the Quality Account. All comments were taken into consideration and acted upon where possible.

The Trust's Board of Directors is responsible for the content of the full Quality Account, ensuring it is accurate and provides the same information that has been reported through the year.

The full versions of the Quality Account and Annual Report can be found at www.lancashirecare.nhs.uk/publications

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Visit www.lancashirecare.nhs.uk

Excellence

Accountability

Respect

Teamwork

Integrity

Compassion