

Annual Review 2015/16

Lancashire Care **NHS**
NHS Foundation Trust

Teamwork
Integrity
Compassion
Respect
Excellence
Accountability



Children and Families

Community Services

Mental Health

Secure Services

Specialist Services



Our Values

The values represent what we as an organisation, and the individuals who make up the organisation, are about.

It is our aim that everything we do fits in with, and reinforces, these values:

Teamwork - **share it**

Compassion - **offer it**

Integrity - **show it**

Respect - **earn it**

Excellence - **reach for it**

Accountability - **accept it**

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Foreword

We are pleased to present to you our annual review of 15/16, the summary version of the full annual report, which you can find at www.lancashirecare.nhs.uk/annual-report--accounts

This reporting period includes a few firsts for the Trust; we had our first major CQC inspection of the entire organisation, we extended our services outside of the Lancashire area for the first time, we had our first year of delivering mental health services from our new facility, The Harbour, we ended our financial year in a deficit position for the first time and delivered our first year of a large scale efficiency programme which will run for another 4 years to ensure that the Trust delivers high quality care whilst making the best use of its resources.

These are just a snapshot of significant events that happened in year and give you a flavour of the challenges, opportunities and developments that have characterised the reporting period. We are operating in a time of on-going financial pressure and we have to respond to this in order to ensure that we can continue to keep providing high quality care, now and into the future. This means that we have to do things differently and look for new ways and approaches. It also means looking at ways to grow as an organisation and ensuring that we remain sustainable. We now have to compete with other service providers and our aim is to retain our position as the major health and wellbeing provider in the county and seek out opportunities to provide additional services in Lancashire and beyond, when this fits with our existing offer and long term strategy.

Our aim is to stand out from our competitors on quality and we are on a journey to put ourselves in this position. Quality is the first and foremost of our strategic priorities, acting as the guiding principle in terms of what we offer to local people and the decisions that are made to run the organisation. We have placed quality at the centre of everything that we do and after listening to our employees, we have re-framed our entire vision to one that they helped to develop and is meaningful to them: 'High quality care, in the right place, at the right time, every time.' This aims to give all employees a shared aspiration and responsibility to do the very best for the people that they are there to support.

Engaging with our employees and enabling them to contribute to the success of the organisation is a priority for the Trust. We know that well engaged, well supported employees will result in better outcomes for the people that use our services. In year, we have undertaken a large scale listening event, known as Big Engage, designed to gather feedback from employees about how we can make Lancashire Care a great place to work and receive health and wellbeing services from. The staff survey results 2015 provided evidence to suggest that we are making progress in terms of employee experience and we also look at intelligence gathered from the people that use our services to understand what their experience has been and identify ways to improve

this. Our current Friends and Family Test result indicates that 95% of people would recommend the Trust.

15/16 is the last reporting period with Chair Derek Brown at the helm, he has reached the maximum length of term allowed and the recruitment process for a new Chair took place during the summer of 2015. Following many successful and productive years with the Trust, firstly as a Non Executive Director prior to being the Chair, Derek handed over to our new Chair, David Eva who formally started his post in June 2016. We said a fond farewell to Derek, formally acknowledging his contribution and welcomed David to the Trust from Staffordshire.

I hope that you enjoy reading this review of 15/16 and that you can take from it a sense of our future aspirations, what we stand for as a Trust and what we aim to deliver for the people of Lancashire. You can find out further information about the Trust, including a full directory of the services that we provide on our website at www.lancashirecare.nhs.uk and find us on Twitter @LancashireCare

Kindest regards



Professor Heather Tierney Moore
Chief Executive

Trust Facts and Overview

We are a health and wellbeing provider, specialising in mental health and secure services. Our aim is to provide joined up care that improves outcomes for local people.

Our Vision

High quality care, in the right place, at the right time, every time

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priorities make up our 5 year plan

We employ

6,884 People



300+ million
Annual turnover



95%

of people are likely to recommend us to friends and family.

We receive over

430,000 Referrals

across all of our services every year

33,007 Referrals

to IAPT services

1101
Complaints

6,584
Compliments

514 Beds



297

Mental Health Beds
For Adults & Older People

16

Mental Health Beds
For Young People

22

Mental Health Community Rehabilitation Beds

15

Community Beds

164

Secure Beds



Quality



Excellence



People



Innovation



Money



Outcomes

14,000 Members
12 Governors

100%

of quality & financial targets achieved

2.8 million

contacts with patients



Our school nurses work with

546 Schools



We helped over

3,132

people to stop smoking

We deliver health visiting services for almost **59,000** children.



Our memory assessment services undertake **13,000** assessments



40,000+ visits

and **1.1 million** page views on lancashirecare.nhs.uk in one year

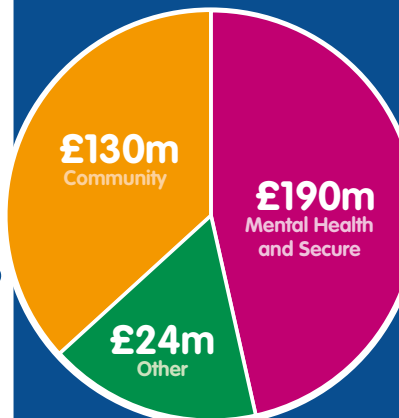


7,507 Twitter Followers @LancashireCare



948 Likes on Facebook /LancashireCare

Spend on Services



Core Services provided in Lancashire



Specialist services provided in the wider North West

How We Spent Your Money



In 15/16 the Trust's income was £344 million.

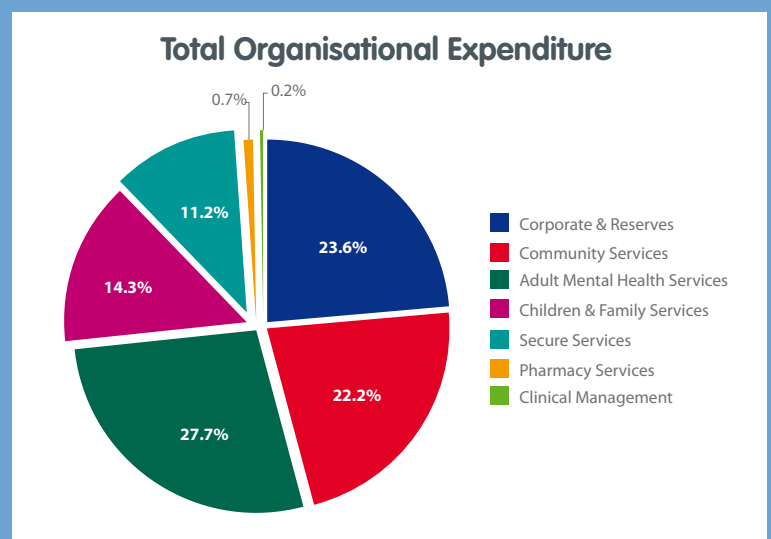
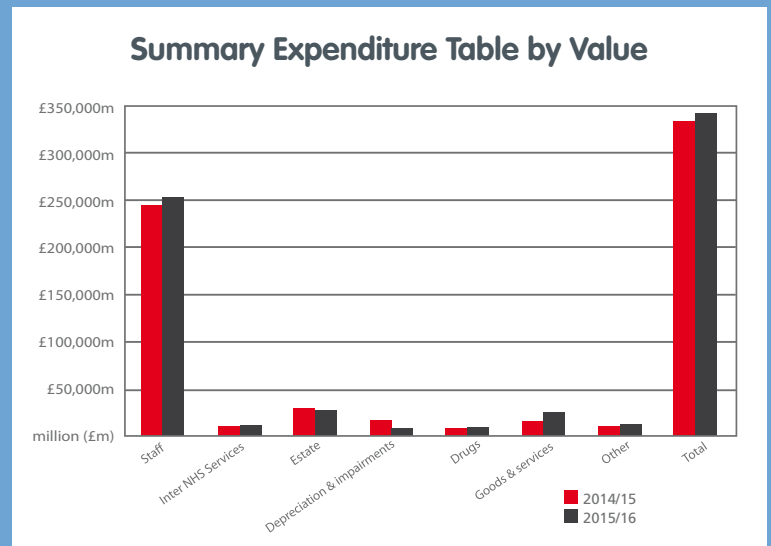
This was for the delivery of community, specialist and mental health services.

The Trust receives income from mental health commissioners and NHS England to fund specialist services such as forensic care and mental health services for children and young people and from local authorities for public health services. Patient care remains the Trust's main activity, generating over 92% of the Trust's income and the remainder is classed as operating income, split between income received for the purposes of education, training, research and development 3% and income received for non-patient care services. This other operating income complements the Trust's overarching objective to provide goods and services for the purposes of the health service in England.

15/16 was the first year of a five year programme to achieve large scale efficiencies across the Trust by using quality as the driving factor. At the end of the reporting period, the Delivering the Strategy programme had realised quality benefits and achieved savings of £12.3 million. In 16/17 the Trust will have to make savings of £16 million to achieve a break even position.

The whole of the public sector is under financial pressure and it is imperative that organisations work together to reduce the financial gap that will appear in the future if spending continues at its current rate. In order to address this, public sector organisations are working closer than ever to plan and provide services that are sustainable now and into the future.

The charts show expenditure in 15/16.



The Trust is a key partner in the Lancashire and South Cumbria Change Programme which brings together health and local authorities to achieve efficiencies through preventing ill health and re-designing services to ensure they are sustainable.

The Healthier Lancashire mission is: 'To lead the way in an unprecedented collaboration between people and organisations to define a new and better future for health and care in Lancashire and South Cumbria.'

Service Developments



The Trust is operating in a competitive environment with commissioners increasingly putting services out to tender to achieve the best value for money at a time of stretched resources.

The Trust's strategy is to retain its core provision and to add to its portfolio of services both within Lancashire and outside of the area. 2015/16 was a landmark year, when the Trust began providing services in the wider North West area; offender healthcare in Merseyside, talking therapies in St Helens and a service for military veterans is provided in the Greater Manchester area in partnership with Pennine Care.

The table provides a summary of contract activity and outcomes from April 2015 until March 2016.

Contracts won/retained	Contracts not retained
<ul style="list-style-type: none"> Infant Feeding Co-ordination Service (Lancashire, county wide) This was existing business that has been retained. 	<ul style="list-style-type: none"> Active Lives and Healthy Weight Service (Lancashire, Central and East) This was existing business. The contract was awarded to Pendle Leisure Trust (East Lancashire), and ABL Health Ltd (Central Lancashire).
<ul style="list-style-type: none"> Smoking Cessation Service (Lancashire- Central, North and East) This was existing business in Central and East Lancashire; we gained business in North Lancashire in partnership with Blackpool, Fylde and Wyre Hospitals NHS Foundation Trust. 	
<ul style="list-style-type: none"> School Nursing 5-19 (Lancashire- Central and East) This was existing business that has been retained. 	<ul style="list-style-type: none"> Community Equipment and Resources Service (CERS) This was existing business. The contract was awarded to a private provider, Medequip.
<ul style="list-style-type: none"> School Nursing 5-19 (Blackburn with Darwen) This was existing business that has been retained. 	
<ul style="list-style-type: none"> Sexual Health (Blackburn with Darwen) This was existing business that has been retained. 	<ul style="list-style-type: none"> Sexual Health Services (All Ages) Lancashire (County wide) This was existing business. The contract was awarded to Blackpool Teaching Hospitals NHS Trust.
<ul style="list-style-type: none"> Sexual Health Under 25s (Lancashire, county wide.) 	
<ul style="list-style-type: none"> Type 2 Diabetes Structured Education Programme or DESMOND (Diabetes Education and Self-Management for Ongoing and Diagnosed.) 	
<ul style="list-style-type: none"> Offender Health Merseyside New business (contract awarded 25 March 2015, start date 1 April 2015.) 	
<ul style="list-style-type: none"> IAPT St Helens (Talking Therapies/Mindsmatter) New business. 	
<ul style="list-style-type: none"> Military Veterans (Greater Manchester) New business provided in partnership with Pennine Care. 	



Providing High Quality Care

The Trust's entire strategy was re-aligned this year to place quality as the leading strategic priority. At the same time, the Trust's vision was refreshed to provide a clear, aspirational statement that all employees can relate to and play a part in delivering:

High quality care, in the right place, at the right time, every time.

This vision statement sits at the heart of everything and is supported by a quality plan, with clear outcomes that all frontline teams are focussed on delivering. This is about putting people at the heart of everything that we do, ensuring that the people who use our services have the best possible experience and supporting our employees to be able to do this. It is also about making sure that the way that we work and go about things is aligned to support the delivery of high quality care.

Part of this involves ensuring that employees feel able and empowered to speak out about any concerns that they have in order to create an organisational culture that is open, supportive and proactively supports safety. There are a number of channels that employees can use to raise any concerns that they have and a similar emphasis has been made in supporting staff to learn from mistakes in the unfortunate event that something has gone wrong.

The staff survey results showed that 98% of respondents know how to report unsafe clinical practice, 89% feel that patient care is the Trust's top priority and 97% feel that the Trust does act on concerns raised by patients. These results alongside data from the National Reporting and Learning System formed the basis of a league table and Lancashire Care was ranked in the top 10% nationally, rated as one of the Trusts with 'good levels of openness and transparency'. The results indicate that the work that the Trust has progressed over several years to promote a positive safety culture and learning from mistakes has been effective. The Trust is proud to be recognised as one of the Trusts that is achieving this at a national level and will continue to encourage openness and transparency across its services.



Within this year, the first major

CQC inspection provided the entire organisation an opportunity to learn and grow. Whilst only about one third of our services were inspected, the whole Trust was able to share the learning from it. Whilst the rating of 'requires improvement' falls short of the rating of good or outstanding that we aspire to, we went into the inspection realistic about some issues we were facing at the time and were open about them, so it was not a surprise to see some of those reflected in the final report. An action plan has been implemented to address the issues that were highlighted and this is available on our website www.lancashirecare.nhs.uk/media/Publications/CQC/Summary%20Action%20Plan%20March%202016.pdf

It is important to highlight that of the 16 services that were inspected, half of these received a rating of good:

- Child and adolescent mental health wards
- Community based mental health services for older people
- Community based services for people with learning disabilities or autism
- Community end of life care
- Community health inpatient services (Longridge Hospital)
- Garstang Road (Preston) learning disabilities supported living scheme
- Mental health crisis services and health based places of safety
- Ormskirk Hospital (adult supported living based at Bickerstaffe House)

The Trust will be re-inspected by the CQC in September 2016.

Research and Innovation

The Trust is active in the arenas of innovation and research, seeking out opportunities to improve the quality of care and patient outcomes. The Research and Development Department undertakes high quality research studies in line with the mission of National Institute for Health Research (NIHR) and the Trust also plays host to the Academic Health Science Network, North West Coast which is a collaboration between health, education and industry partners to drive innovation in health care. The Trust is a member of the Lancaster Health Hub, a cluster of the local NHS organisations and Lancaster University working collaboratively to develop business around research and innovation. The Trust also works closely with key local research partners, including Higher Education Institutions such as Lancaster University, the University of Central Lancashire (UCLan) and the University of Manchester.

In 2015/16, the Trust recruited 1300 participants to take part in high quality research studies within the NIHR portfolio and increased participation in clinical trials with new participation from community services as well as dementia. A 3 year Research and Development plan has been produced to determine the priority areas for research activity between now and 2019.

The North West Coast Academic Health Science Network supported a successful bid by the Trust and key partners that make up the Lancashire and Cumbria Innovation Alliance to apply to be an NHS test bed site. This has afforded the Trust and its partners the opportunity and £2 million in funding to test out new models of care for frail elderly people in the Morecambe Bay and Fylde Coast areas. Philips is the major industry partner who alongside others will provide the technology to enable the elderly population to receive care and treatment at home. This involves the pioneering of the use of wearable technology and sensors in the home to monitor people who are vulnerable, provide tools such as home blood glucose testing and using social media and apps to promote good health. The test bed officially launched on 1 April 2016 and will run over the next two years with a view to rolling out the developments and sharing the learning across the country.

Employees, Environment and Engagement

Our Employees

Our almost 7,000 strong workforce is our most important asset and ensuring that they feel engaged and well supported has been a big focus in 15/16.

In addition to the existing employee engagement forums that have taken place, the Chief Executive's Engage events and InTouch sessions, a major listening exercise, 'Big Engage' has been undertaken to capture the views of employees about how Lancashire Care can change things for the better to make sure that it is a great place to work and receive care or services. Staff engagement is important, there is a direct link between engagement and positive patient outcomes and as such this is an area that the Trust has been focusing on and has seen some resultant improvement. The NHS staff survey results for 2015 show an improvement in 22 of the 60 areas and an overall improvement in levels of staff engagement. The results from the staff survey will be considered alongside the feedback from the 'Big Engage' events to form a People Plan that will help to develop the organisation over the next 3-5 years.

The on-going development of the Trust and its employees is essential in ensuring that quality standards are met now and building our future workforce that are equipped with the right skills. The Quality Academy has been launched to support the training and development of staff at all levels.



The annual staff awards ceremony recognises the achievements of all employees and supports engagement

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Equality and Diversity

Lancashire Care aims to be inclusive to all, ensuring that it is equitable and does not discriminate against individuals. There are 60 Equality and Diversity champions who in addition to their day jobs, share knowledge and best practice to make positive changes and overcome any challenges or issues that have been identified within our services.

The Trust received some favourable feedback from the CQC about its approach to Equality and Diversity. The inspection reports acknowledged that staff delivered care in a responsive, caring manner and strived to ensure patients' cultural and diverse needs were met and cited some specific, excellent examples of how staff engaged with Muslim and Hindu communities. Some recommendations were also made with regards to ensuring that patients' religious needs are met including

access to special diets, improvements to the accessibility of some services and adaptations to facilities providing same sex accommodation and services to young people.

An Equality and Diversity statement of intent has been drafted as a strategic framework to guide the activities of the Trust in line with the Human Rights Act and the FREDA principles (fairness, respect, equality, dignity and autonomy.) Further information about this and the Trust's wider Equality and Diversity agenda can be found on the Trust website.





Engagement

In addition to employee engagement as described on page 8, Lancashire Care has continued to proactively engage with those partners, people and wider organisations that have an interest in the operation of the Trust and its services.

As a Foundation Trust, Lancashire Care has 14,000 members and 12 public governors who are able to contribute to the work of the Trust and hold the Board of Directors to account. You can find out more about membership and our Board of Governors and Directors at www.lancashirecare.nhs.uk/Trust-Information.

The Trust continues to develop its relationships with groups in Lancashire including the following and to build new relationships outside of the county:

- Clinical Commissioning Groups
- Other Commissioners
- Other NHS providers
- Local authorities
- The Third Sector and other emerging providers
- Other local agencies including police and prisons

By working closely with these organisations the Trust is well placed to develop enhanced services for patients and deliver the efficiencies required by government.

The Trust is actively involved in the Lancashire and South Cumbria Change Programme which aims to transform health systems within the county and South Cumbria to improve outcomes for people and to achieve financial efficiencies. The Lancashire and South Cumbria NHS and Council organisations are facing a collective financial challenge of £804m over the next five years – almost a quarter of their budget. All organisations need to work together to transform the system so it will bring greater efficiency and improve patient satisfaction while still meeting increased demand and the challenging health needs of our communities.

The programme will address the needs of people living across Lancashire and South Cumbria as a whole but also those in individual areas as they all have different health issues. This is about being honest about the tough challenges we are facing and being committed to working together – it is a long term plan which is essential to meet the needs of future generations. The NHS has not seen change on this scale since it was first created. We need to design a new way of working together that will enable the system to cope with the demand; the complexity of people's needs; the size of the ageing population; utilise improvements in technology and empower people to take more responsibility for their own health.

Within Lancashire, there are also two vanguard areas that the Trust is supporting, Morecambe Bay and the Fylde Coast. Vanguard areas have been chosen by NHS England and allocated funding to test out new and innovative models of care for those sections of the population that have the highest health need.

Environment

The Trust takes seriously its responsibility to limit the impact that it has on the environment and to reduce its carbon footprint and a number of measures are in place to achieve this.

Energy usage is proactively managed, water usage is kept under control and waste is managed to comply with legislation and to recycle as much as possible.



Increasingly, employees are using Skype to hold virtual meetings and

reduce the amount of travel that they are doing, which serves to reduce the Trust's carbon footprint as well as saving money and time.



Priority Areas and Strategic Plan

The Strategic Plan for 2014-19 describes how the Trust will positively embrace the significant challenges faced by the sector to ensure that the people who use our services continue to receive high quality care within their communities. The continued development and delivery of the Trust's strategy remains an ongoing process, underpinned by a well established strategic and business planning framework. As part of this process, the opportunity has been taken to rearticulate the Trust's vision to affirm a commitment to providing high quality care, which is the Trust's main strategic priority, sitting above and directing the wider priority areas as detailed below.

Underpinning our vision, the Trust's Strategic Plan comprises six priority areas:

- To provide high quality services
- To provide accessible services delivering commissioned outputs and outcomes
- To become recognised for excellence
- To employ the best people
- To provide excellent value for money in a financially sustainable way
- To innovate and exploit technology to transform care



Achievements & Milestones

Quarter 1



The contract for the delivery of healthcare at two Liverpool prisons, HMP Liverpool and HMP Kennett was awarded to the Trust.

The contract to provide **Type 2 Diabetes Education Services (DESMOND)** across Blackpool, Fylde and Wyre and Lancaster and Morecambe was awarded following a competitive tender process.



The Harbour became operational, with wards moving in from Blackpool, Lytham and Chorley from March 2015.

The first major **CQC inspection** was undertaken across the Trust's services.



The **Delivering the Strategy programme** was launched to release efficiency by using quality as the core driver. The programme achieved savings of £12.3 million in 15/16 and in 16/17 must achieve £16 million for the Trust to break even.

The contract to deliver a **Military Veteran's Service** in partnership with Pennine Care was secured.



The **Grow Your Own project at Guild Lodge** was shortlisted for Project of the Year at the Health Estates and Facilities Awards (HefmA).

The **Mindsmatter Service** was nominated for the National HSJ Value in Healthcare Awards in the Value and Improvement in Patient Information Management category for their 'Welcome Call Tool'.

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Quarter 2



The **Community Equipment Resource Service (CERS)** started to raise money for the charity, Dogs for Good by recycling old equipment and they were awarded national accreditation by the Community Equipment Code of Practice Standards (CECOPS) in recognition of their high standards of working towards a quality framework for the ordering of equipment and provision of services.

The **Mindsmatter Service** branched out of Lancashire to provide talking therapies to people across St Helens.



An online therapy programme, **SilverCloud**, launched to help people in Lancashire overcome low mood and anxiety.

The Junction, the Trust's inpatient unit for young people was awarded the Quality Network for Inpatient CAMHS (QNIC) accreditation with excellence.



Julia Hogan from the Contraception and Sexual Health Service (CaSH) in Burnley was invited to 10 Downing Street by the Prime Minister to honour her voluntary work in West Africa during the Ebola Epidemic.



The Harbour scooped an **LABC Building Excellence Award** in the Best Large Commercial Building category, recognising the extremely high standards of design and construction.

Teenage pregnancy dropped to an all time low in Burnley, thanks to our contraception and sexual health service working in partnership with other agencies to provide a vital service to young people.

Quarter 2

Lynne Bax and Will Sullivan were shortlisted for a Nursing Times Award

in the Respiratory Nursing category for work to improve care and treatment for patients living with Chronic Obstructive Pulmonary Disease (COPD) and to support people to manage the long term condition.

Joanne Taylor and Christopher Bibby

were awarded Care Maker status for commitment to person-centred, compassionate care.



Gail Disney-Ridge was shortlisted for a Nursing Times Award in the Nurse Leader of the Year category for her exceptional leadership in helping to improve the Pennine Lancashire Assessment and Treatment service and boost staff morale.

Our research nurses hosted a national dementia conference in London

they were chosen to host this event after winning a Nursing Times Award in the 'Clinical Research Nursing' category for care and compassion they show to research patients.

The Trust's helpline was re-branded to the Wellbeing and Mental Health Helpline

and extended its offer to support people with their overall wellbeing such as eating disorders sleep problems and domestic violence in addition to mental health issues.



The Junction was one of only fifteen services nationally to receive the Quality Network for Inpatient CAMHS (QNIC) accreditation with excellence by Royal College of Psychiatrists for providing excellent care. The service was assessed against nationally agreed standards of good practice in relation to the environment, staffing, safeguarding and the overall quality of care.

CERS received the highest level of CECOPS accreditation for their outstanding quality management systems.

Intensive Home Support and the Beechwood Unit were set up to support care to people outside of hospital. The Intensive Home Support service in Blackburn with Darwen and Central Lancashire prevents people from being admitted to hospital by caring for them in their own home. The Beechwood Unit, based at Royal Preston Hospital enables people to be discharged from hospital as soon as they are medically fit. The benefits are two fold, providing a vital stepping stone between hospital and home and keeping hospital beds free for those people who are the most poorly.

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Quarter 3

The Community Adult Mental Health Team in North Lancashire was nominated at the International Dementia Awards.

Dr Simon Belderbos won Best Facilitator in the Undergraduate Teaching Awards.



The official opening of The Harbour took place, with Alastair Campbell unveiling the plaque alongside Chief Executive Heather Tierney - Moore and Chair, Derek Brown

Newly appointed Non Executive Director, Isla Wilson began working with the Trust before officially starting her role in the New Year.



Jo Alker, Deputy Company Secretary won in the One to Watch category at the Institute of Chartered Secretaries and Admin Awards.

The Trust received its overall rating of requires improvement from the CQC, with 8 of the 16 services inspected receiving a rating of good across all domains. Pictured are the team from Longridge Hospital.



Quarter 3

The Trust in collaboration with Healthcare at Home, Midland Heart and Preston Primary Care Centre were shortlisted for the Enhancing Care by Sharing Data and Information category at the 2015 Health Service Journal (HSJ) Awards. This was for the data sharing system they use which supports the aim of a safe alternative to a hospital inpatient stay.



Recognising excellence in mental health and mental health services

Lindy Simpson won at the Positive Practice Awards in the making a difference category for her work in Child and Adolescent Mental Health Services (CAMHS) in Lancaster and the development of a group called The Crew, comprising young people, and their parents who have used inpatient services and want to be involved in the continual development of the service.

Quarter 4

Our new Chair, David Eva was appointed in readiness for Derek Brown, reaching the end of his term of office in May 2016. David officially takes up his post from June 2016.



The Trust is a key partner in the Lancashire and Cumbria Innovation Alliance and was **selected as a 'Test Bed' site** by NHS England. You can read more about this on page 7.

The staff survey results for 2015 indicated an improvement in 22 of the 60 areas. The staff engagement score has also increased and so has the number of employees who believe that patient care is the Trust's number one priority.



The Patient Educators in the Specialist Services network were shortlisted for the National Service User Awards in the Community, Social or Vocational Initiative category.

The Harbour won an award in the Innovation in Procure 21+ category at the Building Better Healthcare Awards.

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The new vision, high quality care, in the right place, at the right time, every time was developed and launched following feedback from staff. The Trust's strategic priorities were also reviewed, placing quality as the number 1 priority that informs and directs all activity and decisions.



We experienced increased pressure within our adult mental health beds this quarter, there was a great response from across the Trust in managing this and in mobilising new, innovative services to increase capacity and flow within our mental health provision. This included the opening of a **Crisis Support Unit and Assessment Wards**.



The Always Event Co Design Team was a finalist in the Patient Experience National Awards for work to improve the experience of service users as part of the Always pilot.

The Children and Families Network were runners up in NHS England's Friends and Family Test Awards 2016 in the Best FFT Accessibility Initiative Category. This was for work with the Trust's Quality Improvement and Experience team to adapt the FFT to appeal to a younger audience and provide them with the opportunity to feedback about their experience of the Trust's services.

A-Z of Services

Key to Networks

ACS Adult Community Services
SS Adult Specialised Services

AMH Adult Mental Health Services
C&F Children & Families Services

Service Name	Network	East Lancashire CCG	Blackburn with Darwen CCG	Chorley & South Ribble CCG	Greater Preston CCG	West Lancashire CCG	Blackpool CCG	Fylde & Wyre CCG	Lancashire North CCG	Outside Lancs
Accident Prevention	C&F	x	x							
Acquired Brain Injury (ABI) Service	SS	x	x	x	x	x	x	x	x	x
CAMHS Tier 2/3 Community Services	C&F	x	x	x	x	x	x	x	x	
CAMHS Tier 4 Inpatient Services	C&F	x	x	x	x	x	x	x	x	
Care Homes Effective Support Service (CHESS)	ACS			x	x					
Cervical Screening Quality Improvement & Prevention Service	C&F	x	x							
Children and Family Psychology Services	C&F	x	x	x	x	x	x	x	x	
Children's Learning Disabilities	C&F	x	x	x	x	x				
Chronic Fatigue Syndrome/Myalgic Encephalomyelitis (CFS/ME)	ACS	x	x	x	x	x	x	x	x	
Communicable Diseases (formerly TB and Viral Hepatitis)	ACS			x	x		x	x	x	
Community Education Sexual Health	C&F	x	x							
Community IV Therapy Service	ACS		x							
Community Matrons Service	ACS		x	x	x					
Community Mental Health Teams (Older Adults)	ACS	x	x	x	x	x	x	x	x	
Community Nursing Single Point of Access	ACS		x							
Community Nutrition and Dietetics	ACS			x	x					
Community Physiotherapy	ACS			x	x					
Community Rehabilitation Service	ACS		x	x	x					
Community Specialist Diabetes Team	ACS		x							
Community Tuberculosis (TB) - see Communicable Diseases	ACS			x	x		x	x	x	
Complex Care and Treatment Teams (CCTTs)	AMH	x	x	x	x	x	x	x	x	
Continence	ACS			x	x					
Contraception and Sexual Health (CaSH) Services (Under 25's)	C&F	x	x	x	x	x	x	x	x	x
Contraception and Sexual Health (CaSH) Services (All ages)	C&F		x							
Core and Specialist Treatment Room Services	ACS		x	x	x					
Criminal Justice Mental Health Team	SS	x	x	x	x	x	x	x	x	x
Criminal Justice Mental Health Team	SS	x	x	x	x	x	x	x	x	x
Crisis Resolution and Home Treatment Services	AMH	x	x	x	x	x	x	x	x	
Dental Services	ACS	x	x	x	x	x				
Dermatology	ACS		x							
Diabetes Retinal Eye Screening	ACS			x	x					
Diabetes Specialist Service	ACS			x	x					
Discharge Planning Team	ACS			x	x					
District Nursing	ACS		x	x	x					
Early Intervention Psychosis Service (EIS)	C&F	x	x	x	x	x	x	x	x	
Eating Disorder Services	AMH	x	x	x	x	x	x	x	x	
Falls Service	ACS			x	x					
Food for Life	ACS				x					
Forensic Community Mental Health Team	SS	x	x	x	x	x	x	x	x	
Forensic Community Mental Health Team	SS	x	x	x	x	x	x	x	x	
Forensic In Reach Team	SS	x	x	x	x	x	x	x	x	
Forensic In Reach Team	SS	x	x	x	x	x	x	x	x	
Genitourinary Medicine (GUM) Services	C&F			x	x					
Health Outreach Team	ACS		x							
Healthy Legs	ACS		x							
Heart Failure Services	ACS				x					
HMP Liverpool & HMP Kennet Inpatient Unit	SS									x
HMP Liverpool Substance Misuse Service	SS									x
HMP Preston Inpatient Unit	SS	x	x	x	x	x	x	x	x	x
HMP Preston Inpatient Unit	SS	x	x	x	x	x	x	x	x	x
Human Immunodeficiency Virus (HIV)	C&F			x	x					

Service Name	Network	East Lancashire CCG	Blackburn with Darwen CCG	Chorley & South Ribble CCG	Greater Preston CCG	West Lancashire CCG	Blackpool CCG	Fylde & Wyre CCG	Lancashire North CCG	Outside Lancs
Immunisation Services	C&F	x	x	x	x	x				
Inpatient Dementia Beds	ACS	x					x	x		
Intermediate Care	ACS		x	x	x					
Lancashire Traumatic Stress Service	AMH	x	x	x	x	x	x	x	x	
Learning Disability Service Specialist Psychological Therapies	ACS						x			
Learning Disability Services	ACS	x	x	x	x	x		x	x	
Looked After Childrens Psychology	C&F		x				x			
Lymphoedema	ACS		x							
Male Sterilisation (Vasectomy)	C&F	x	x	x	x					
Memory Assessment Service	ACS	x	x	x	x	x	x	x	x	
Men & Women's Low Secure Inpatient Units	SS	x	x	x	x	x	x	x	x	
Men & Women's Low Secure Inpatient Units	SS	x	x	x	x	x	x	x	x	
Men & Women's Medium Secure Inpatient Units	SS	x	x	x	x	x	x	x	x	
Mental Health (A&E) Liaison Services	AMH	x	x	x	x	x	x	x	x	
Military Veterans Mental Health Service	AMH	x	x	x	x	x	x	x	x	
Mindsmatter	AMH	x	x	x	x	x		x	x	x
Minor Injury Service	ACS		x							
Neurological Rehabilitation Team	ACS		x	x	x					
Nurse Led Specialist Ear Care Service	ACS		x							
OAMH Hospital Liaison Team	ACS	x	x	x	x	x	x	x	x	
Offender Health	SS		x	x	x				x	x
Older Adult Care Home Liaison	ACS	x								
Out of Hours Community Nursing Services	ACS		x	x	x					
Oxygen Services	ACS		x							
Paediatric Learning Disability Service	C&F	x	x	x	x	x	x	x	x	
Paediatric Occupational Therapy	C&F	x	x	x	x	x				
Paediatric Physiotherapy	C&F			x	x	x				
Paediatric Speech and Language Therapy (SaLT)	C&F	x	x	x	x	x				
Parenting	C&F	x	x	x	x	x				
Patient Education Programme i.e. Xpert & Desmond	ACS		x	x	x		x	x	x	
Personal Care Team	ACS				x					
Phlebotomy	ACS			x	x					
Podiatry including Orthotics	ACS		x	x	x					
Prison Mental Health Teams	SS		x	x	x				x	x
Prison Pharmacy Service	SS	x	x	x	x	x	x	x	x	x
Prison Primary Care Teams	SS		x	x	x				x	x
Psychological Services for Children	C&F	x	x	x	x	x	x	x	x	
Psychosexual Service	C&F	x	x							
Pulmonary Rehab	ACS		x	x	x					
Rapid Assessment	ACS		x	x	x					
Rapid Intervention and Treatment Teams - Older Adults	ACS	x	x	x	x	x	x	x	x	
Rehab and Supported Accommodation Schemes	ACS			x	x					
Restart Social Inclusion Services	AMH	x	x	x	x	x		x		
Rheumatology Service	ACS			x	x					
Safeguarding Vulnerable Adults and Children	C&F	x	x	x	x	x				
School Nursing	C&F	x	x	x	x					
Single Point of Access (Adult Mental Health)	AMH	x	x	x	x	x		x	x	
Special Needs School Nursing Service	C&F	x	x	x	x	x				
Speech and Language Therapists	ACS			x	x					
Speech and Language Therapists - Adult	ACS			x	x					
Speech and Language Therapists - Children	C&F	x	x	x	x	x				
Step Down Services (Community)	ACS		x	x	x					
Step Down Services (Specialised)	SS	x	x	x	x	x	x	x	x	
Stop Smoking Services	ACS	x		x	x		x	x	x	
Stroke and Neuro Rehab	ACS		x	x	x					
Tissue Viability Nursing including (TVN)	ACS		x	x	x					
Treatment Rooms Services including Leg Ulcer Clinics	ACS		x	x	x					
Viral Hepatitis	ACS			x	x					



Foundation Trust and Board Information

16 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. The Board also shapes the culture of the organisation.

Executive Directors and Areas of Responsibility

Further information about the Board including profiles of its members can be found at: www.lancashirecare.nhs.uk/about-us/Trust-Board

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.

During 15/16 Governors will receive training to equip them to undertake engagement in relation to the Trust's strategy and priority areas.

For more information about the Council of Governors or being a member please visit: www.lancashirecare.nhs.uk/be-involved





PROFESSOR HEATHER TIERNEY-MOORE
CHIEF EXECUTIVE

Leadership role; ultimate responsibility for all day to day management decisions and for implementing the Trust's strategic plan.



BILL GREGORY
CHIEF FINANCE OFFICER

- Business Development/ Transformation
- Business Planning
- Contracts
- Estates and Facilities
- Finance
- FOIs and Data Protection
- Health Informatics
- Information Governance
- Information Management and Technology
- Programme Management Office
- Strategy



DEE ROACH
DIRECTOR OF NURSING AND QUALITY

- Clinical Risk and Governance
- Mental Health Legislation
- Organisational Development
- Patient Safety
- Professional Leadership Standards
- Quality
- Safeguarding



PROFESSOR MAX MARSHALL
MEDICAL DIRECTOR

- Caldicott Guardian
- Medical Leadership and Standards
- Pharmacy
- Public Health
- Research and Development



SUE MOORE
CHIEF OPERATING OFFICER

- Communication and Engagement
- Performance
- Service Delivery from:
 - Clinical Networks
 - Inpatient Transition
 - Savings Programme
 - Out of Hospital Care



DAMIAN GALLAGHER
DIRECTOR OF HUMAN RESOURCES

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



Network Information

The Trust's services are delivered through four clinical networks.

Adult Community

Adult Community provides community services (nursing, therapy and primary prevention services) and older adult mental health services. Management and support of people in the community with multiple (physical and mental health) long term conditions is a key service element. There are close working relationships with local hospitals and social care providers and significant planning is being undertaken to develop person focused 'one stop services'.

Adult Mental Health

Adult Mental Health provides inpatient and community services for adults aged 18- 65. All adult mental health inpatient facilities are currently being redeveloped and it is planned that existing wards will be replaced with improved accommodation across the county.

Children and Families

Children and Families provides prevention and universal services for children and young people (including health visiting) and mental health and wellbeing services (including child and adolescent mental health services and early intervention services). Sexual health services are also within this network.

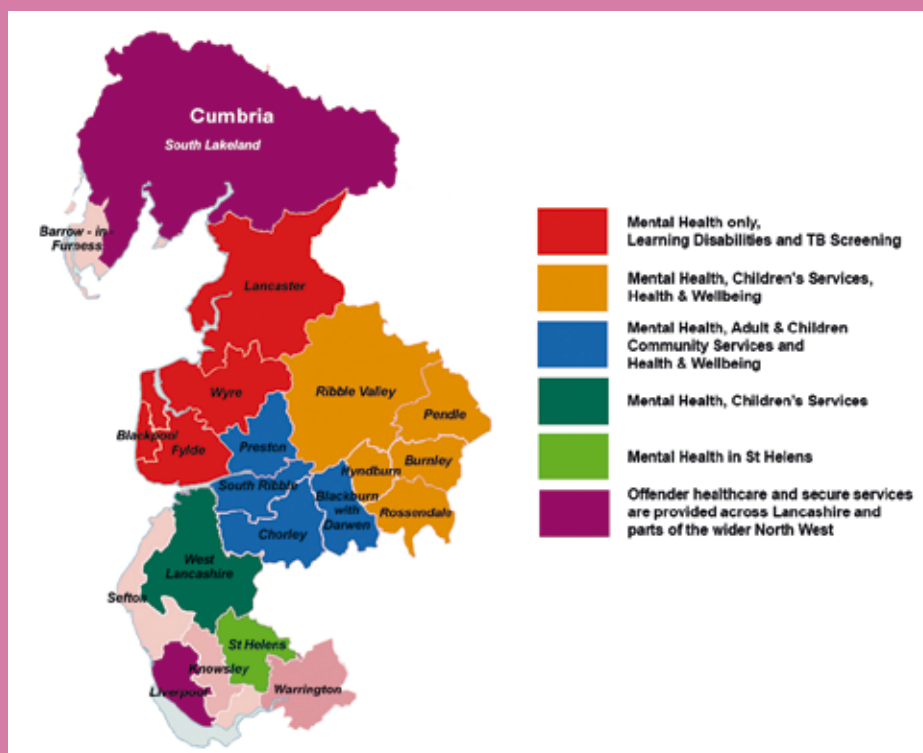
Specialist Services

Specialist Services are a major part of service provision comprising forensic and criminal justice services. Secure Services are provided for low and medium secure inpatients and for five prisons in Lancashire and two in Liverpool since January 2015.



Trust Commissioners

The majority of the Trust's services are commissioned by local CCGs made up of GPs. The Trust's Specialist network is commissioned by NHS England (NHSE) and the Children and Families network is commissioned by CCGs, local authorities and NHSE.



Clinical Commissioning Group	Areas Covered	Population Size	Number of GP Practices
Blackburn with Darwen	Blackburn with Darwen Borough Council Boundaries	167,450	30
East Lancashire	Burnley, Hyndburn, Pendle, Rossendale, Ribble Valley	371,073	65
Greater Preston	Preston, Longridge, Great Eccleston	178,942	32
Chorley and South Ribble	Chorley and South Ribble	225,529	36
West Lancashire	Ormskirk, Skelmersdale and surrounding communities	111,444	23
Lancashire North	Garstang (in the South) to Carnforth (in the North) and Morecambe (in the West) to Caton (in the East)	160,000	13
Fylde and Wyre	Fylde, Wyre and Fleetwood	182,000	24
Blackpool	Blackpool Borough Council Boundaries	152,968	22
St Helens	Newton-le-Willows, Earlestown, Haydock, Rainhill, Eccleston, Clock Face, Billinge and Rainford	175,000	37
		1,724,406	282

Further Information

The full Annual Report, Accounts and Quality Account can be found at www.lancashirecare.nhs.uk/communications/publications

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Children and Families

Community Services

Mental Health

Secure Services

Specialist Services