

Teamwork
Integrity
Annual Review
2013/14
Respect
Excellence
Accountability

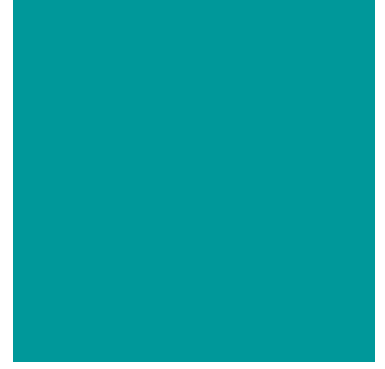
Children and Families

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.

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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**

We are true to our values by:

- Treating people with dignity and respect
- Caring for each other and showing compassion
- Remaining professional at all times
- Working effectively with partners
- Sharing good practice and celebrating success
- Being appreciative – focusing on the positives and what is working well
- Taking responsibility for the standard of care or service provided
- Taking positive action to make improvements when needed



Foreword

from the Chief Executive and the Chairman

It is our pleasure to share with you a summary of the Trust's performance over the last financial year and a flavour of our future direction of travel and priorities over the next 12 months.

It goes without saying that our main focus is on providing high quality care that is compassionate, safe, meets people's needs and exceeds expectations. Lancashire Care aims to provide for people at every stage of their life and not just at times when they are unwell. We recognise that as the major provider of health and wellbeing services in the county we have a vital role to play in supporting people to stay well in the first place.

We take our role in relation to public health very seriously and have launched the Making Every Contact Count Programme to get the most out of every interaction that we have with the people that use our services to improve their health and wellbeing. This will improve health outcomes, reduce inequalities and ultimately add years to people's lives.

Our wider priorities include the ongoing improvements to our mental health provision. This involves replacing existing outdated facilities with four purpose designed units and strengthening community services so that people can receive care at home. We are working with partners to develop support outside of hospital for people with long term conditions and to improve urgent care services. Increasingly the Trust will be looking at which of its services could be provided seven days a week and the responsiveness of the system overall to the people with the highest level of need. Engagement with partners is enabling the pursuit of joint priorities that will benefit whole communities. We are fully involved in the planning for the introduction of the Better Care Fund in 2015 and are also part of the Healthier Lancashire forum.

In terms of the operating environment and the wider system, the Trust has established productive relationships with its commissioners and continues to respond well to the ongoing

financial challenge. Lancashire Care remains financially strong and we will continue to manage our finances robustly to ensure that we can respond to pressures, demonstrate value for money to commissioners and manage the increasing demand on services at a time when there is less money than ever in the pot.

On behalf of our colleagues on the Board, we would like to take this opportunity to thank our employees for their continued efforts and living our values, along with all of our stakeholders for their support in what has been another successful year for the Trust. We also thank our Council of Governors for representing the views of the wider public and ensuring that the services we deliver are meeting their needs.

You can find more in-depth information about the Trust at www.lancashirecare.nhs.uk where the full annual report and accounts is available to download. Further contact information is also available on the back cover if you would like to get in touch. Don't forget you can also follow us on Twitter @LancashireCare.

With best wishes



Derek Brown
Chair



Professor Heather Tierney-Moore
Chief Executive





About the Trust and Key Facts

4 Lancashire Care NHS Foundation Trust (LCFT) is the main provider of community, health & wellbeing and treatment services in the county. The service offering is diverse and delivered from over 700 premises across Lancashire in a range of settings to a population of 1.4 million people.

Increasingly, the Trust is working with other providers to deliver integrated care and ensure that the needs of the community are met at every stage of life.

Lancashire Care was first established in April 2002 and has developed into a major provider of integrated care. The Trust employs almost 7,000 members of staff and has an annual turnover of over £300 million. The main source of income for the Trust is from contracts to provide health and wellbeing services in the community and specialist mental health services.

The majority of the Trust's services are commissioned by local Clinical Commissioning Groups (CCGs). Blackburn with Darwen acts as the lead commissioner for mental health and Chorley and South Ribble is the lead for community services. Another source of income for the Trust is for the provision of specialist services, which are commissioned by NHS England. The CCGs share boundaries with Lancashire County Council social services with the exception of Blackburn with Darwen and Blackpool which align to their respective unitary authorities.

Services are provided from a range of locations including clinics, GP surgeries, schools, community resource centres, walk-in centres and hospitals. You can find an A-Z of the Trust's Services on pages 14-15. A location finder is available at www.lancashirecare.nhs.uk

Key Facts

Number of employees: 6,650 (headcount)

Annual Turnover: Over £300 million

Financial Risk Rating: 3

Governance Rating: Green

The risk and governance ratings mean that Monitor, the regulator of Foundation Trusts, has no regulatory concerns about the Trust.

Population: Approximately 1.4 million people

Vision: 21st century healthcare with wellbeing at its heart

Strategic Priorities

- 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

Local Priorities

Lancashire: starting well, living well and ageing well

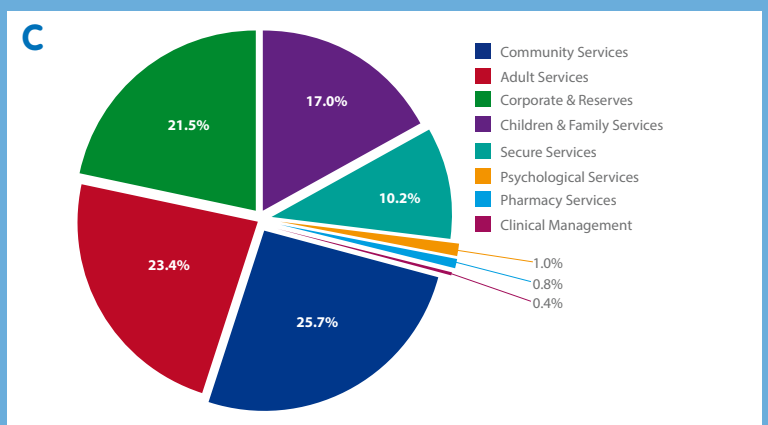
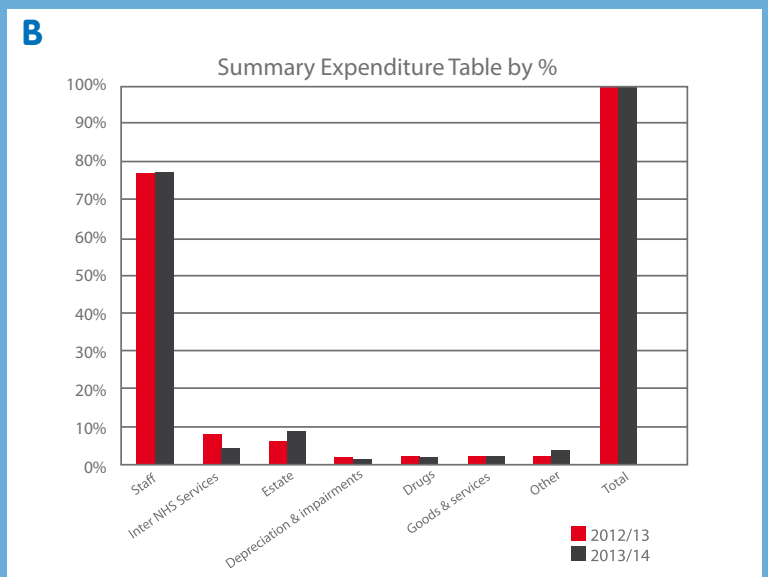
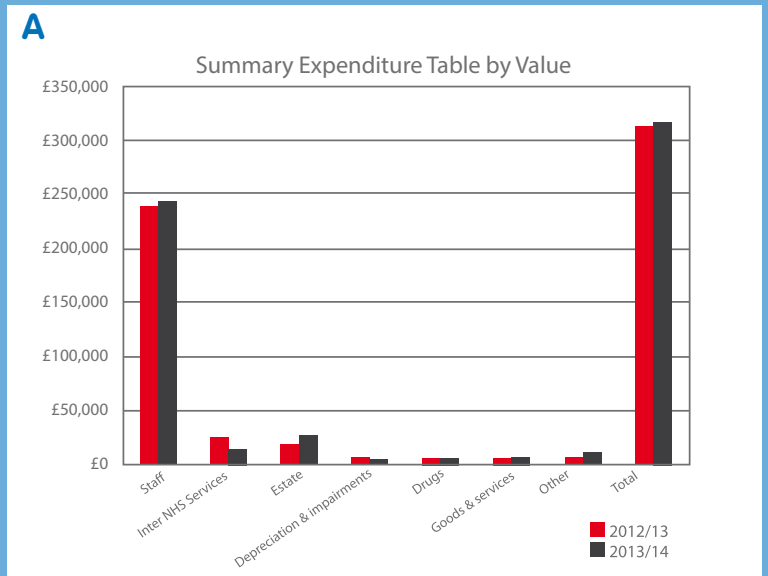
Blackburn with Darwen: tackling the social determinants of health and reducing inequalities including smoking, mental health and wellbeing and people with long term conditions

Blackpool: alcohol and substance misuse, smoking and cardiovascular disease

How We Spent Your Money

The Trust is committed to ensuring that its finances are managed robustly, that value for money is achieved, resources are used effectively and that efficiencies can be made.

Charts A and B provide a breakdown of the Trust's expenditure during the last two financial years by category of spend. Chart C provides a breakdown of the Trust's expenditure by service type.



Our Priority Areas

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Providing High Quality Care

Our number one priority is always to ensure that the care and services provided are of a consistently high standard. The Quality Strategy supports the delivery of high quality healthcare to people using the Trust's services. The strategy has been designed and implemented to involve and empower staff from frontline services to deliver care that is consistently person-centred, clinically effective and safe, for every person, every time.

Self assessments based on the CQC's essential standards of quality and safety and the Trust's own standards are undertaken locally using the Quality SEEL. This enables the continued monitoring of quality standards and detection of any issues early on so that they can be resolved. The SEEL feeds into the quality map, which provides the Board with information and assurance about quality standards across the organisation.

The Trust also looks externally to learn and respond; careful consideration has been given to the recommendations arising from the following national quality reports published in 2013:

- Mid Staffordshire NHS Foundation Trust Public Inquiry
- Keogh Review
- Berwick Report

Common themes have been identified from the recommendations made and have been used to develop expected outcomes within the Trust's Quality Strategy, which is supporting the Trust to continually improve and deliver high quality care. The expected outcomes are detailed in the Quality Account, the full version is available on the Trust website.

Listening and Learning

During the year 2013/14 the Trust received a total of 643 formal complaints, 130 concerns, 20 comments and 2,392 compliments. The key themes of complaints during the year were:

- Care and treatment
- Communication
- Staff related issues including attitudes/behaviour
- Medication

The feedback from people who have used services is an important part of the Trust's Quality Strategy. The Networks now have access to dashboards and reporting systems that allow them to monitor their complaints, identify themes and manage complaints.

The implementation of the Friends and Family Test has started within the Trust's adult community services and within health visiting and school nursing teams. It is proposed that the test will be extended on a broader basis in the near future.



Making Every Contact Count

Supporting the health and wellbeing of local communities is one of the Trust's main purposes. Our 7,000 employees have a huge reach into local communities and in the future we will be optimising this reach and focusing on making every contact count by offering health focused conversations with every interaction.

This will mean training staff at all levels of the organisation to have conversations with people coming into contact with Trust services about their lifestyle and signposting to support services. Test sites will go live in September 2014 and the learning from this will be used for the Trust wide roll out.

There are big health gains to be made by making very small changes to our daily diet, routine and overall lifestyle. On average, a person can add an extra 14 years to their life by making sure that they eat their five a day, staying active, watching their alcohol intake and not smoking. It is vital that we use our position as the major health provider for Lancashire to raise awareness about this.

Responding to Any Qualified Provider

The potential impact of increased competition is becoming tangible for the Trust in some clinical areas.

It is possible that some of the Trust's services will be subject to AQP, and the Trust intends to respond robustly to the increasingly competitive market.

Nationally Accredited Services

At Lancashire Care, we aim for excellence and pride ourselves on achieving accreditation and national recognition for our work and contribution to improving outcomes for people. Our clinical networks have received the following accreditations:

Children and Families	<ul style="list-style-type: none"> • Quality Network for Inpatient CAMHS accreditation for The Junction • Baby friendly accreditation (supporting breast feeding) in Blackburn with Darwen
Adult Community	<ul style="list-style-type: none"> • Memory Assessment Service: Lancaster, Fylde and Wyre, Blackpool • Memory Service National Accreditation Programme (MSNAP) – Accredited as Excellent
Adult Mental Health	<ul style="list-style-type: none"> • AIMS – Bowland Unit (registered) • Rethink Mental Illness – Pets on wards • ECTAS: ECT accreditation scheme (Clinical Treatment Team)



The Early Intervention Service remains a beacon of good practice as a national pilot site for Improving Access to Psychological Therapies (Severe Mental Illness). Additional funding has been granted which will allow the project to continue to increase access to therapies for people with psychosis and regularly assess service user progress to ensure that the therapies are useful and effective.

Child and Adolescent Mental Health Services (Tier 3) in North and Central Lancashire have completed year 1 of the national IAPT (Improving Access to Psychological Therapies) programme, which is a two year service transformation project. The aim is to provide better access to evidence based psychological treatments with the focus on Cognitive Behavioural Therapy and specialist parenting in the first two years. This has been undertaken in collaboration with Barnados, N-Compass (leading on service user participation) and Lancashire County Council, specifically in relation to developing effective pathways for young people with anxiety/depression and conduct disorder.





State of the Art Accommodation

The Trust has made significant progress with plans to improve its mental health inpatient facilities. Work is progressing on The Harbour development, a 154 bed inpatient hospital on the Fylde Coast which will become operational in spring 2015. A topping out ceremony was held in February, with the Chief Executive placing the last brick. Work is ongoing with the third sector to provide a café and transport solution for carers/relatives of people that have been admitted to The Harbour.

£4 million has been invested in redeveloping an existing facility into an inpatient unit for the North Lancashire area. The Orchard opened in June 2014 and provides 18 beds for adults aged 18 and over, replacing the service previously provided at Ridge Lea Hospital in Lancaster. Planning for the improved facilities in the Central and East localities continues, with the East site being the next for development next to the Royal Blackburn Hospital site.

Moss View in Heysham is a new rehabilitation service for adults to support them in their recovery from mental illness. The service provides a Community Rehabilitation Unit (CRU) arranged in 4 mini flat clusters with 12 beds in total that have been designed to replicate an ordinary living

environment and will provide a period of clinical rehabilitation to enable service users to progress to more independent living. The unit also has 10 High Dependency Rehabilitation beds that have en-suite facilities and a range of clinical rooms to accommodate people with more complex mental health needs.

The Trust has a large estate which is of varying quality; over the next few years a large scale programme will take place to make sure that the Trust is using its estate to get the best benefits for staff and service users. This will involve disposing of facilities that are old and expensive to run and bringing services together into shared locations which will also support the Trust's aim to provide integrated care.

Engaging with Local People and Partners

Meeting the needs of patients cannot be achieved by Lancashire Care working in isolation. As such the Trust works with many partners to deliver care and support jointly. Engagement work is undertaken on an ongoing basis with individuals and other organisations to ensure that the Trust can shape its plans to meet the needs of local communities and align them to complement the priorities of partners.

The Trust is working with Lancashire County Council, NHS England, local CCGs and district councils in response to the planned implementation of the Better Care Fund in 2015. As partners in the Lancashire Health and Wellbeing Board, they have developed a plan to address the challenges currently affecting health and social care. This includes an ageing population, widening health gaps between different communities, financial constraints and an increase in demand for health and social care.

Lancashire Care is also represented in the Healthier Lancashire Forum, which comprises seven transformation projects and aims to increasingly tap into the expertise of the third sector. An exposition is set to take place to progress this.

Another focus going forwards is public health and this will be the theme for engagement with members to inform the Trust's strategy. A conference took place in the summer to inform the Trust's Public Health Strategy.

On an ongoing basis the Trust supports the engagement work of its partners by attending Health Melas and other focal community events such as the Open Mind festival.

If you are an individual or an organisation that would like to get more involved with the work of the Trust, more information about membership can be found on page 16.

Protecting the Environment

As a major organisation the Trust is conscious of the impact that it has on the environment and has taken a number of steps to reduce its carbon footprint:

- Aiming to use less energy and use low carbon and renewable sources
- Minimising water consumption and cost
- Increasing recycling rates
- Promoting sustainability



Developing and Supporting Staff

Great leadership and an engaged workforce result in a better experience and outcomes for the people that use our services. As such the Trust invests in ensuring that its employees have the opportunity for development that is consistent with the Trust's values and aspirations.

The Appreciative Leadership programme is now in its fourth year and aims to develop and empower managers, enabling them to take the lead in delivering the organisational transformation required to embed the values and build a positive culture. Appreciative Leadership has supported the improvement in the quality of services, with Learning Disabilities benefiting from a targeted programme. Future leaders have the opportunity to take part in the Aspiring Leaders programme, which is to become part of a wider initiative for developing a future talent base in the Trust.

The results of the annual staff survey are used to gauge the experience of the workforce and changes are made in response to the feedback received. The focus going forwards will be to ensure that staff are supported at times of stress, addressing sickness absence, increasing productivity and improving the feedback loop with staff so that they can see changes that have been made in response to their comments.





Then, Now and Next

This section sets out the progress that has been made over the last year and the priority areas for the next five years.

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We will provide high quality services

2012/13: The Quality Strategy was approved to support the delivery of the highest quality clinical services across the Trust. The Quality SEEL was launched and all clinical teams used this tool to do a baseline assessment of the quality of the service they are providing.

2013/14: The implementation of the Quality Strategy continued with teams setting development plans to exceed compliance targets. The Trust listened and learned from the following reports; the Mid Staffordshire NHS Foundation Trust Public Inquiry, the Keogh Review and Berwick Report. The Trust's values support an open and transparent culture and improvements have been made to make it easier for employees to raise concerns.

We will protect people from harm, give them treatments that work and make sure that they have a good experience of care. We will collect useful information on quality and share this information quickly with the people who are best placed to improve care. We will empower our people to get things done and will be constantly vigilant in keeping quality standards high. We will take every opportunity to compare ourselves with other providers so that we continue to strive for excellence. We will put patient experience at the heart of what we do and report consistently high quality experiences.

We will provide accessible services delivering commissioned outputs and outcomes

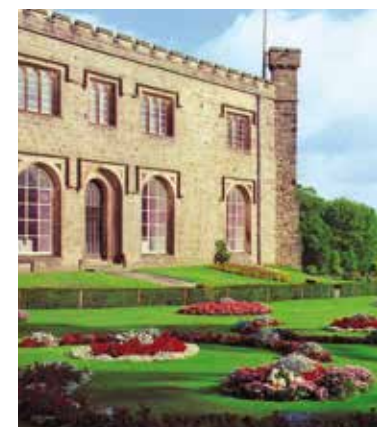
2012/13: Building work started on the Trust's flagship mental health inpatient facility, The Harbour in Blackpool and the redevelopment of The Orchard also got underway. Programmes were set up in Blackburn and Central Lancashire to improve care and support for people with long term conditions.

2013/14: The Orchard is now operational in North Lancashire and building work is on track to complete The Harbour build by the end of 2014 with patients moving in during the spring of 2015. Plans to develop the East Lancashire site in Blackburn are progressing and building work is scheduled to start in early 2015, subject to planning approval being granted. The Moss View Unit in Heysham opened as a 22 bed rehabilitation facility and the Trust is working with its commissioners to further develop rehabilitation and step down models of care for people recovering from an episode of mental illness.

Community adult mental health services are being redesigned and this will support the reduction of mental health beds in the future as more people will be able to be supported outside of hospital. Out of hospital care for people with long term physical health conditions has also progressed in the areas where the Trust provides these services. Integrated neighbourhood teams have

been set up to support people in their own homes and links with primary care has been improved by setting up a main access point for referrals and multi disciplinary meetings now include GPs. Urgent care services in Central Lancashire are being transformed to provide a more responsive and quality service to patients from various settings; reducing pressure on hospital beds and increasing accessibility for patients by ensuring that services are designed to better meet their needs at all times.

Next: We will deliver integrated mental and physical health care services. We will reduce waiting times across all services and localities. We will deliver increased volume to meet demand and increase productivity. We will focus our efforts on key services and initiatives and change services that do not deliver agreed outcomes. We will ensure patients are cared for in appropriate environments and services and will pilot innovative services earlier in patient pathways.



We will employ the best people

2012/13: 796 employees have undertaken the Appreciative Leadership programme and the Aspiring Leaders programme was launched to support the development of talent across the Trust.

2013/14: Almost 1,000 employees have now benefited from learning the principles of Appreciative Leadership and another 40 employees have graduated from the Aspiring Leaders programme. The People Strategy has been developed setting out five priority areas for the next five years.

Next: We will have effective and appreciative leadership throughout the organisation, creating a high performance environment. Our people will be clear about what is expected of them, receive regular feedback and understand that poor performance will be addressed. Our employees will be engaged, supported to reach their potential and embrace change. People will want to work here.

The Trust's values sit at the heart of our workforce and underpin all that we do. The People Strategy outlines the priorities for the workforce over the next 5 years:

- Our people are well led; taking responsibility for their actions and impact
- High performance is managed and employees have clear objectives
- Our people are engaged, feel confident to share goals, values and are motivated
- Change is embraced, our workforce is planned, flexible and resilient
- We are an employer of choice; our people choose to work here and we attract the right people that are high performing

We will become recognised for excellence

2012/13: Relationship Managers were appointed to improve working relationships with GPs and the interface between primary and secondary care. The Friends and Family Test was introduced across some of the Trust's adult community services.

2013/14: An engagement strategy is in place and under implementation to build strong relationships and deliver services in partnership. The aim of working closely with others is to develop opportunities to enhance services for patients and deliver the efficiencies required by government. The Trust continues to listen to the feedback of stakeholders and the people that use its services and is rolling the Friends and Family Test out wider. The Trust has continued to contribute to programmes at a national level, is proud of its accredited services and the multitude of recognition awards achieved during this year.

Next: Our service users and carers will tell us that our services are of high quality. Our local GP colleagues will regard us as a willing and responsive partner. Our people will recommend us to family and friends. We will be respected by our commissioners and other providers as a co-producing partner in shaping new service models that deliver our aligned strategies. We will have achieved a national reputation for excellence and will build a multi-region secure services business.

We will provide excellent value for money in a financially sustainable way

2012/13: The Trust performed well against its plan and generated a surplus of £6.5 million and efficiency savings of £11.4 million.

2013/14: Once again, finances were well managed with a surplus of £4.6 million generated and efficiency savings of £9.7 million achieved.

Next: We will operate at least at our current scale. We will provide services that offer excellent value for money without compromising financial stability. Local accountability and decision making will enable services to sustain margins to fund investment. We will be outward looking and actively seek business opportunities to expand and serve new geographies, whilst concentrating on things that add value for our customers and local people. We will succeed by competing on quality.



We will innovate and exploit technology to transform care

2012/2013: Lancashire Care was ranked as the top care Trust in England by the National Institute for Health Research Clinical Research Network (NIHR CRN) for delivering research activity. The Trust acted as host to the North West Coast Academic Health Science Network (NWC AHSN) after supporting its establishment over a 12 month period.

2013/14: The Trust continues to grow the number of research projects it is actively involved in, a total of 117 in this period and over 925 service users or patients were recruited to participate in research. The NWC AHSN officially launched on 12 March 2014 and is working to bring together NHS organisations, academia and industry to accelerate the adoption and spread of innovation and ensure that the most advanced treatments, technologies and medicines are available to healthcare service users.

The innovation incubator was set up with the support of commercial partners and will serve to enable employees to take a new approach to work and realise financial and productivity benefits. Employees are able to put forward their ideas for incubation in return for help with development. This will serve to create a culture of 'innovation as usual' across the Trust.

Next: Research and innovation will enhance patient care, reduce costs and/or improve quality. We will have a culture where staff are given the time, training and resources to research and innovate. Research will validate innovations and innovations will direct research. Partnerships with third party organisations will enable rapid execution and exploitation of innovation projects.

Our Achievements

Quarter 1

The Diabetes Team in Blackburn and Darwen won X-PERT Audit Awards for 'Largest impact on body weight and waist circumference' category. They also came second in 'Cardiovascular disease risk factors' and third in 'Highest participant empowerment and satisfaction score' categories.



The Grow Your Own Project was officially launched by the Mayor and Mayoress of Preston.



Construction work started on The Harbour, the new mental health inpatient unit in Blackpool. The redevelopment of an existing facility also started to provide The Orchard, an 18 bed mental health unit for people in North Lancashire. Work to redesign Moss View in Heysham got underway to provide a rehabilitation service for adults recovering from mental illness.



Graham Curwen was awarded an MBE for public services to health and the community in the Queen's New Year's Honours List.

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Quarter 2

Nicola Nuttall, a Specialist Diabetes Nurse Team Leader in Blackburn was awarded the title of Queen's Nurse for delivering patient centred community care.

A CQC Survey of Community Mental Health Service Users reveals services have significantly improved from the same time last year.

East Lancashire Community Restart Team was shortlisted and highly commended for their eco-therapy outcomes in the National Care Integration Awards.

The Bowland Team in Blackpool was shortlisted for the 'Mental Health Team of the Year' at the BMJ Awards.

The Specialist Infant Feeding Team was awarded the 'UNICEF Baby Friendly Accreditation'.



Craig Barratt joined the Trust as Executive Director of Workforce, Innovation and Transformation.



Dr Arokia Antonyamy was shortlisted in the 'Clinical Leadership' category of Patient Safety Awards.



The Early Intervention Service demonstration site secured additional funding to allow it to continue for another year.



Speech and Language Therapy Team in East Lancashire were finalists at the Patient Safety Awards 2013 in the 'Patient Safety in Mental Health' and 'Patient Safety in Diagnosis' categories.

Quarter 3

Service User artwork was displayed at UCLan's PR1 Gallery for the 'Reality' art exhibition.

Launch of the CaSH Single Point of Access telephone number.



Grow Your Own Project at Guild Park won an NHS Sustainability Award in the 'Community Engagement Initiative' category.



Norman Lamb visited the EIS team in Accrington and names the service as a beacon of good practice.

Dee Roach joined the Trust as Director of Nursing. The Trust also welcomed two new Non-Executive Directors, Louise Dickinson and Naseem Malik.



A Recovery Orientation in Secure Services (ROSS) Conference was held at Guild Lodge attended by mental health professionals and service users from Lancashire.



The Early Start Team wins the Nursing Times Award 2013 in the 'Child and Adolescent Services' category.



Dr Elizabeth Macphie and the Rheumatology Team won the 'National Rheumatoid Arthritis Society Healthcare Champions Award'.

'Everyone Counts' Guidance published by NHS England. Sets out five key focuses for the next five years; seven day services, more transparency and choice, listening to patients and increasing participation, better data to drive informed commissioning and outcomes, higher standards and safer care.

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Quarter 4



Lindy Simpson and the Family Support Group won an 'NHS Excellence in Participation Award' as part of the Tier 4 CAMHS Family Support Strategy.



Topping Out Ceremony took place at The Harbour.

Launch of the new look **Quit Squad website.**

Launch of the **Academic Health Science Network (AHSN).**



Sue Moore joined the Trust as Chief Operating Officer.

Lynne Bax was awarded the title of Queen's Nurse.



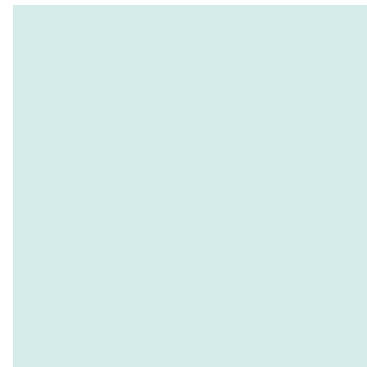
A-Z of Our Services

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
Accident Prevention	C&F	x	x						
Acquired Brain Injury (ABI) Service	SS	x	x	x	x	x	x	x	x
Adult Mental Health Inpatient Care	AMH	x	x	x	x	x	x	x	x
Alcohol & Drugs Education Publications & Training (ADEPT) Team	ACS	x	x						
Attention Deficit Hyperactivity Disorder (ADHD)	C&F	x	x	x	x	x		x	x
CAMHS Tier 2/3 Community Services	C&F			x	x	x	x	x	x
CAMHS Tier 4 Inpatient Services	C&F	x	x	x	x	x	x	x	x
Cardio Respiratory Service	ACS			x	x				
Care Homes Effective Support Service (CHESS)	ACS			x	x				
Cervical Screening Quality Improvement and Prevention Service	C&F	x	x						
Children and Family Psychology Services	C&F	x	x	x	x	x	x	x	x
Children's Centres	C&F	x							
Chronic Fatigue Syndrome / Myalgic Encephalomyelitis (CFS/ME)	ACS	x	x	x	x	x	x	x	x
Chronic Obstructive Pulmonary Disease (COPD)	ACS		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 Equipment & Resource Service	ACS			x	x				
Community Matrons	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 Occupational Therapy – Aids and Adaptations Service	ACS			x	x	x			
Community Rehabilitation Service	ACS		x	x	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 Services	C&F	x	x	x	x				
Criminal Justice Mental Health Team	SS	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		x	x
Dermatology	ACS		x	x	x				
Diabetic 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	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
Genitourinary Medicine (GUM) Services	C&F			x	x				
Harm Reduction Service	SS		x						
Health Improvement Service	C&F	x							
Health Outreach Team	ACS		x						
Healthy Lifestyles	ACS	x		x	x				
Healthy Living Centre	C&F	x							
HIV	C&F			x	x				
HMP Preston Inpatient Unit	SS	x	x	x	x	x	x	x	x
IAPT (Improving Access to Psychological Therapies)	AMH	x	x	x	x	x	x		x

Service Name	Network	East Lancashire CCG	Blackburn with Darwen CCG	Chorley & South Ribble CCG	Greater Preston CCG	West Lancashire CCG	Blackpool I CCG	Fylde & Wyre CCG	Lancashire North CCG
Immunisation Services	C&F	x	x	x	x	x			
Intermediate Dementia Care	ACS			x	x				
Intermediate Support Team (Older Adult Mental Health)	ACS	x	x	x	x	x	x	x	x
Lancashire Traumatic Stress Service	AMH	x	x	x	x	x	x	x	x
Learning Disability Services	ACS	x	x	x	x	x		x	x
Leg Ulcer Clinics, 'Healthy Legs' and 'Leg Cafés'	ACS		x	x	x				
Longridge Hospital	ACS				x				
Lymphoedema	ACS		x						
Male Sterilisation (Vasectomy)	C&F		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 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
Minor Injury Service	ACS		x						
Musculoskeletal (MSK) Physiotherapy	ACS			x	x				
Neurological Rehabilitation Team	ACS		x	x	x				
Nurse Led Specialist Ear Care Service	ACS		x						
Nursing & Care Home Liaison Team	ACS								x
OAMH Hospital Liaison Team / A&E	ACS	x	x	x	x	x	x	x	x
Offender Health	SS		x	x	x				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 Desmond - Preston, Chorley & South Ribble	ACS			x	x				
Patient Education Programme X-pert - Blackburn with Darwen	ACS		x						
Phlebotomy	ACS		x	x	x				
Physiotherapy - Musculoskeletal (MSK)	ACS			x	x				
Podiatry including Orthotics	ACS		x	x	x				
Prison Mental Health Teams	SS		x	x	x				x
Prison Pharmacy Service	SS	x	x	x	x	x	x	x	x
Prison Primary Care Teams	SS		x	x	x				x
Psychological Services for Children Looked After	C&F	x	x	x	x	x	x	x	x
Psychosexual Service (SHARE)	C&F	x	x						
Pulmonary Rehab	ACS		x	x	x				
Rapid Assessment	ACS		x	x	x				
Restart Social Inclusion Services	AMH	x	x	x	x	x		x	
Rheumatology Service	ACS			x	x				
Ribbleton Hospital	ACS				x				
Safeguarding Vulnerable Adults and Children	C&F	x	x	x	x	x			
School Nursing	C&F	x	x	x	x	x			
Single Point of Access (Adult Mental Health)	AMH	x				x		x	x
Special Needs School Nursing Service	C&F	x	x	x	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 (Specialised)	SS	x	x	x	x	x	x	x	x
Stop Smoking Services	ACS	x		x	x				
Stroke and Neuro Rehab	ACS		x	x	x				
Substance Misuse Services	SS						x		
Tissue Viability Nurses (TVN)	ACS		x	x	x				
Vasectomy (Male Sterilisation)	C&F		x	x	x				
Viral Hepatitis - see Communicable Diseases	ACS			x	x		x	x	x



Lancashire Care NHS Foundation Trust Board

The Trust has over 12,000 members including 7,610* public members across the seven constituencies covered by Lancashire Care.

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Council of Governors:

Lancashire Care NHS Foundation Trust has an active Council of Governors, comprising elected Staff and Public Governors and appointed Partnership Governors. The Council of Governors is representative of the views of the membership and is consulted by the Board of Directors on strategic issues. The Council holds the Non-Executive Directors to account and acts as a critical friend to the Board of Directors.

The Trust has over 12,000 members; the public membership total as at 31 March 2014 was 7,610 members across the seven public constituencies of Lancashire Care. There has been a small increase in the number of new Public Members joining the Trust as we continue to focus on positive engagement with Members through engagement events.

Members are kept informed of the Trust's plans and are able to contribute to developments within the Trust by taking part in surveys, electing Governors and attending events. Organisations are also able to join as Members by signing up to the Trust's Affiliate Membership Scheme. For more information on being a Member or a Governor please visit www.beamember.co.uk



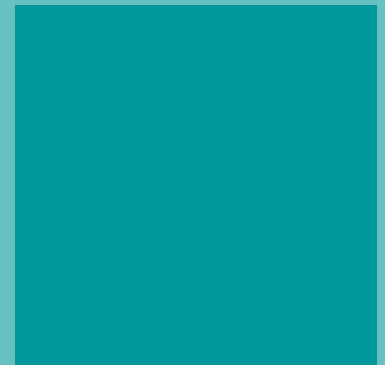
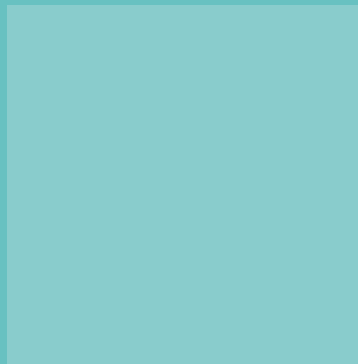
*Total as at 31 March 2014.

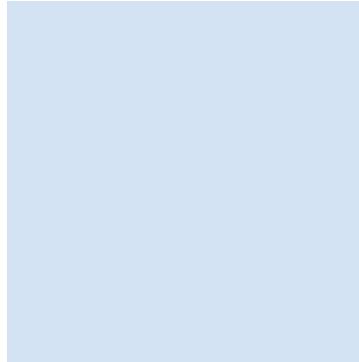
Lancashire Care NHS Foundation Trust Board

The Trust is managed by a Board of Directors comprising a Chair, Chief Executive, Executive Directors and Non-Executive Directors. There are 6 Non-Executive Directors and 6 Executive Directors with the following roles:

- Chief Executive
- Chief Operating Officer
- Director of Nursing
- Director of Finance
- Medical Director
- Director of Workforce, Innovation and Transformation

Information about these positions can be found on www.lancashirecare.nhs.uk/Trust-Board





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. 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'.

Priority areas: Enhancing the support that is available in the community for people with long term conditions and improving dementia care across the county.

Adult Mental Health

Adult Mental Health provides inpatient and community mental health services for adults age 18 and over.

Priority areas: Replacing existing mental health wards with new facilities by 2017 and maximising the effectiveness of community services. Work is also ongoing with commissioners to provide rehabilitation services for people recovering from an episode of mental illness.

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.

Priority areas: Developing services for children with complex physical and learning disabilities, improving mental health services for children and young people with moderate and severe mental health problems and transforming universal services (services routinely provided to all such as health visiting and school nursing) by extending the service provision available to families.

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 services for five prisons in Lancashire.

Priority areas: Supporting those who are ready to leave secure services back into the community and increasing the quality and safety of care provided across secure services and offender health.





Trust Commissioners

The majority of the Trust's services are commissioned by local CCGs made up of GPs. There are eight in Lancashire.

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

Relationships with the CCGs have been established and will continue to develop. The Trust has a seat on the Lancashire and Blackpool Health and Wellbeing Boards. The Trust's Specialist and Children and Families networks also have specialist commissioning arrangements in place with NHS England.

Keep in touch with us

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

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Teamwork
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