

Annual Review

2012/13

Children and Families

Community Services

Mental Health

Secure Services

Specialist Services

Contents

Our Values	Page 3
Foreword	Page 4
About the Trust and Key Facts	Page 5
How We Spent Your Money	Page 6
Your Questions	Page 7
Highlights of the Year	Page 9
Where We are Heading	Page 12
A-Z of Our Services	Page 15
Lancashire Care NHS Foundation Trust Board	Page 17
Network Information	Page 18
Trust Commissioners	Page 18

Our Values

The values represent what we as an organisation, and the individuals who make up that 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

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 that you provide
- Taking positive action to make improvements where you see the need



Foreword

If we were to think of a few words to describe the last year and how we foresee things going forward it would be change, growth and transformation. We work in a very dynamic environment and this presents us with both challenges and opportunities along the way. In the midst of changes to the NHS on a scale never seen before, the challenging financial climate and greater demand on services we must remain focussed and true to our core purpose of providing high quality health and wellbeing services across the county.



▲ Chief Executive,
Professor Heather Tierney-Moore OBE

The emergence of CCGs in April 2013 has presented the Trust with the opportunity to work more closely with GP colleagues to understand the health needs of the population and plan services accordingly. Going forward one of our main priorities is to organise services around the needs of people rather than expecting people to navigate their way around complex systems. This is in recognition that increasingly people may be accessing services for a variety of health needs. As an organisation we intend to be more responsive to this and ensure our care is delivered in a joined up way, easy to access and of a high standard.

In terms of quality, we have set very high standards. The quality strategy is about to enter year two of implementation. This is a long term piece of work that is empowering frontline teams across the Trust to understand the quality of the service they are providing, identify any issues early and take decisive action. Within that teams have been asked to identify what would make their service one of the best in the country, achieving standards that would rank them as being in the top 25%. This is not about blindly working towards targets but about raising the bar and aiming for excellence for the people that use our services. We will continue to listen to the feedback received from our service users to constantly improve and the roll out of the patient experience strategy will really help to drive this.

There are several priority areas that the Trust is progressing. This includes improving care for people with long term conditions, further developing a support network for people with dementia and their carers and supporting children with complex needs and their families. Another big focus is on prevention and self care; we aim to improve the quality of life that people have by supporting them to look after themselves and stay well.

In short, we have some big plans and ambitious aspirations that we are pursuing over the next few years. This document provides a summary and highlights from across our organisation. 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.

With best wishes

A handwritten signature in black ink that reads "Heather L. Tierney-Moore". The signature is written in a cursive, flowing style.

PROFESSOR HEATHER TIERNEY-MOORE OBE, CHIEF EXECUTIVE

About the Trust and Key Facts

Lancashire Care was first established as a mental health trust in 2002 but is now a major provider of a wide range of health and wellbeing services across the county. The A-Z of services provided by the Trust can be found on page 15 and 16, which shows the diversity of the care and support delivered by the Trust's teams.

The Trust is supporting the health and wellbeing of local people at all stages of their life. From toddlers to teens, grown ups and grandparents, the services provided by Lancashire Care aim to ensure that people get the right support at the right time.

The Trust doesn't provide all types of healthcare in every area but it does work closely with key partners including acute hospital trusts, local authorities and primary care. The Trust is working on further developing these links and integrating services to be even more responsive to the needs of individuals and local communities.



▲ Lancashire Care NHS Foundation Trust established in 2002.

Services are provided from a range of locations including clinics, GP surgeries, schools, community resource centres, walk in centres and hospitals. You can find the locations that the Trust provides services from at www.lancashirecare.nhs.uk

Key Facts

Number of employees: 6,500

Annual Turnover: Over £300 million

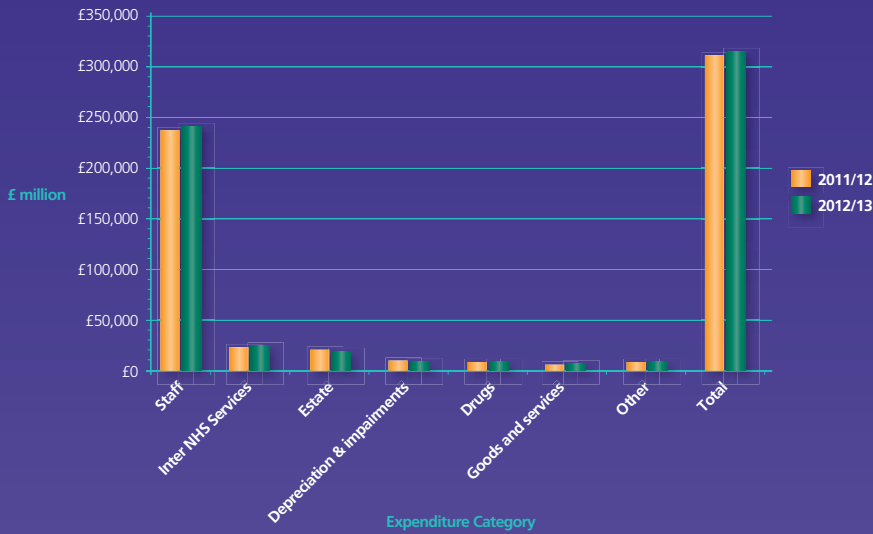
Financial Risk Rating: 3

Governance Rating: Green

The risk and governance ratings means that Monitor, the regulator of Foundation Trusts, has no regulatory concerns about the Trust. As in previous years, 2012/13 has been challenging but also rewarding and successful for the Trust. You can read more about the milestones and highlights from the year within this report.

How We Spent Your Money

(A) SUMMARY EXPENDITURE TABLE BY VALUE

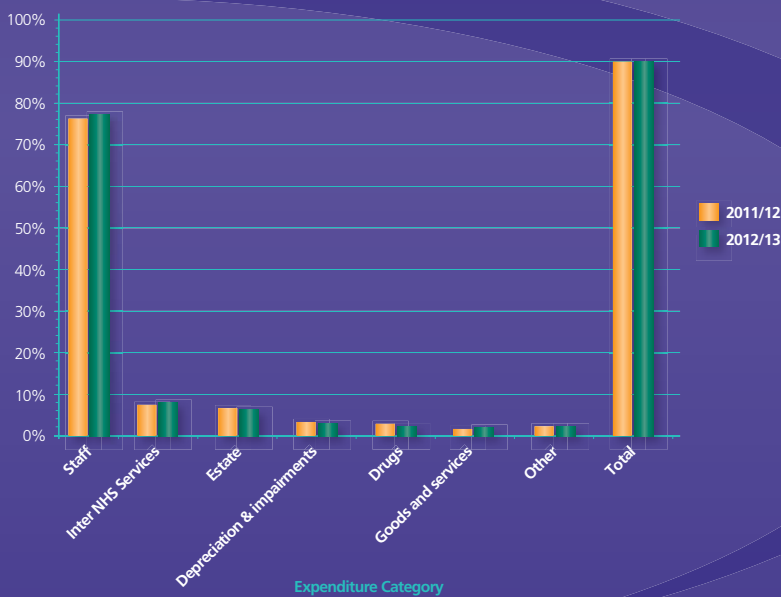


The Trust strives to spend money efficiently and effectively ensuring that value for money is achieved.

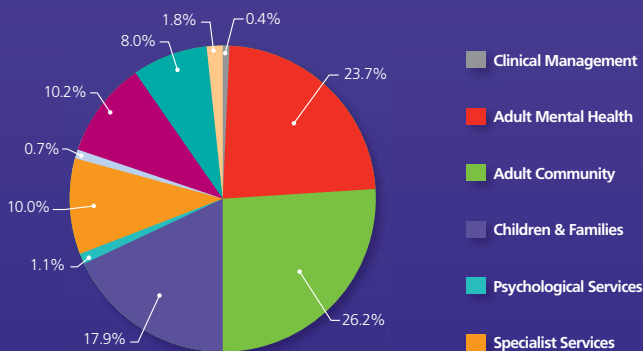
Charts (A) and (B) provide a breakdown of the Trust's expenditure during the last two financial years by category of spend.

Chart (C) provides a breakdown of the Trust's expenditure by service type.

(B) SUMMARY EXPENDITURE TABLE BY %



(C) SUMMARY EXPENDITURE BY SERVICE TYPE 2012/13



Your Questions

How are you working with partners to improve services?

The Trust has many partners that it works with to improve and deliver services. Close links exist with GPs, acute hospital trusts, local authorities and the third sector. Increasingly the Trust is looking to further develop care pathways with partners so that services are integrated and care is provided seamlessly to service users.



▲ Stalls from Greater Preston and Chorley and South Ribble Clinical Commissioning Groups at the Wellbeing Conference held in May 2013.

What are you doing to support people living with long term conditions?

New structures and pathways are being developed to radically change and improve the way services are delivered to patients with long term conditions in Central Lancashire and Blackburn with Darwen.



▲ A member of the Fit Squad checks blood pressure. The team assist with weight management which benefits those with diabetes and other long term conditions.

A main access point to care will be established and integrated neighbourhood teams set up to provide care closer to home 24/7, reducing the need for hospital admission. We also aim to increase the patient's ability to self care by increasing their knowledge, resources and putting the support structures in place to do this.

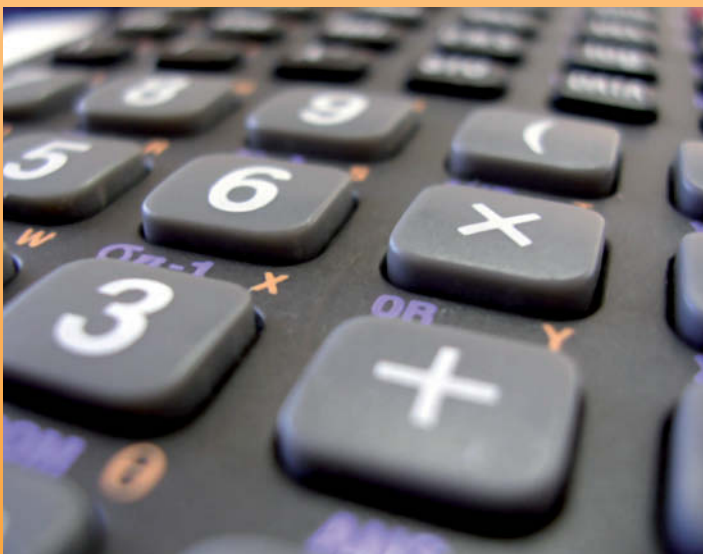
What do you do to look after the environment?

The Trust is conscious of the potential impact that its service delivery has on the environment and strongly believes that sustainable practices are a fundamental corporate responsibility. A Sustainable Development Management Plan has been developed to achieve the NHS wide target to reduce carbon emissions by 10% by 2015. Actions in relation to the following areas are being taken in support of this: carbon & energy, water, waste and conservation. The Trust took part in NHS Sustainability Day and won an award for the best Community Engagement Initiative for the 'Grow Your Own' project. The project is a partnership between volunteer staff from property services and secure services at Guild Park to enable staff and service users to grow organic, fresh and local vegetables whilst reducing carbon emissions associated with food miles.



▲ The 'Grow Your Own' Project encourages sustainability and partnership working with service users and local communities.

How is the Trust performing financially and what savings need to be made?



▲ The Trust is committed to achieving savings and efficiencies whilst maintaining high quality service provision in all areas.

The Trust has a track record of sound financial management and started the new financial year 13/14 in a strong position with achievable plans that will realise efficiency savings whilst maintaining high quality service provision.

Financial plans for the next year include challenging but realistic saving plans. The Trust is required to achieve an annual efficiency saving of approximately 4% of its income. Flexibility has been built into the plans to respond to unexpected pressures and to ensure that there is enough capacity to deliver the Trust's transformational plans.

Highlights of the Year

Becoming host to the North West Academic Health Science Network (AHSN)

Fifteen Academic Health Science Networks (AHSNs) have been set up across the country and every NHS organisation is part of one. The Trust is a member and the host of the North West Coast AHSN.

The aim of these networks are to promote innovation, health and wealth. In addition to driving innovation in practice, the network aims to increase research and use this to improve health outcomes for people. Partnerships with industry will also be established to bring work into the region to boost local economies and achieve improvements, which has a knock on effect in terms of the overall health and wellbeing of local communities.

The Trust's membership of the network will bring opportunities to achieve shared objectives that will drive up quality and achieve improvements across Lancashire, South Cumbria, Cheshire and Merseyside. You can find out more about the network at www.nwcahsn.nhs.uk



Top Care Trust for Research

Lancashire Care was ranked as the top care Trust in England by the National Institute for Health Research Clinical Research Network (NIHR CRN) in 2012 for delivering research activity. For the fifth year in a row there has been an increase in the number of studies led by, or participated in, by the Trust over the last 12 months.

▲ The Trust encourages research amongst its staff bringing with it benefits for patients, clinicians and the wider NHS.

Developing a research-active culture brings a host of benefits for patients, clinicians and the NHS. It drives innovation, gives rise to better and more cost-effective treatments, and creates opportunities for staff development. Growing evidence also suggests that NHS organisations that are research-active do better in overall performance.

Increasing Quality

The implementation of the Quality Strategy during 2012/13 has focussed on gaining a picture of quality across all clinical teams against the Care Quality Commission's Essential Standards of Quality and Safety. The Quality SEEL is centred on the domains of Safety, Effectiveness, Experience and Leadership (SEEL) and is a self-assessment framework which enables team leaders to review the quality of care provided, at the point of care, and identify and address any issues which may compromise this.

This approach of 'self-assessment' is entirely consistent with the Trust's ambition to both win the hearts and minds of staff and to grow clinical leaders, who can lead their teams to deliver excellence. The assessment involves speaking to staff, patients, service users, carers, families, observing the care setting and reviewing clinical records.

The self assessment scores are validated by validation facilitators and the service manager. Validated scores are then assigned to the team. Full assessment results in a validated score: Green - compliant, yellow - minor concern, amber - moderate concern and red - major concern. Any actions or risks identified during this process are logged and monitored on DATIX using the risk register.

In presenting the outcomes in this way, teams are now able to build a picture of quality and have conversations to continually monitor the quality of care provided and strive to constantly develop. Risks identified in relation to the Essential Standards of Quality and Safety are included on team level risk registers with clear action plans which will be monitored and reviewed by the clinical team and escalated through network governance processes as appropriate.

Work has been undertaken in 2012/13 to develop a single Datix system to replace the four transferred into the Trust from the previous organisations. This has included aligning identified risks to the Essential Standards of Quality and Safety to strengthen the lessons learned process. As a result of the Quality SEEL and the identification of potential risks the Trust has a clear organisational picture regarding delivery of the Essential Standards of Quality and Safety, at the point of care delivery, which provides assurance to the Board regarding compliance. During 2012/13 all clinical teams have self-assessed using the Quality SEEL and have begun to establish team information boards and risk registers.



▲ Dr Warren Larkin Clinical Network Director for the Children and Families Network meets Care and Support Services Minister Norman Lamb MP.

Achieving Pathfinder Status

The Trust's Early Intervention Service (EIS) has been chosen by the Department of Health as one of two national demonstration sites for 'Severe Mental Illness Improving Access to Psychological Therapies.'

The project aims to improve mental health services for people with psychosis and will help the Trust to share information and best practice with other health organisations about how it organises and delivers psychological therapies to its service users.

Care Services Minister, Norman Lamb has described how the sites will benefit those with the most severe mental illnesses and personality disorders and will help policy makers, commissioners and providers better understand how to ensure that people get the right help and support that is needed.

Dr Warren Larkin, Clinical Director for Children and Families Services and Consultant Clinical Psychologist with the EIS service has met with Ministers and representatives from other demonstration sites to discuss best practice and opportunities for improvement across the country.

Developing Flagship Facilities

Construction work to develop the Trust's flagship mental health facility, The Harbour has started. Contracts were signed in March 2013 and the diggers started rolling on site shortly afterwards in April. The occasion was marked with a small groundbreaking ceremony attended by the expert service user and carer group that helped to design the unit. On completion in 2015, The Harbour will provide 154 beds for adults aged 18 and over. The unit will provide a therapeutic environment to aid recovery with access to outdoor space. You can see the designs and watch the unit come to life in an animation at www.lancashirecare.nhs.uk/TheHarbour

Progress continues to be made on developments in the rest of the county. Construction work has started in Lancaster to re-develop the existing Oaklands Unit into the service for North Lancashire. Meanwhile, the Trust is working with commissioners who are revisiting previous planning assumptions about the total number of mental health beds that will be needed for Lancashire in the future. This process will feed into the plans being made in relation to the new units for East and Central Lancashire.



▲ Trust staff and service users at the Groundbreaking ceremony for the new mental health inpatient unit on the Fylde Coast, The Harbour.



▲ Members of the Alcohol and Drug Education, Publications and Training (ADEPT) volunteer team at a community event.

Engaging with Local People and Partners

Lancashire Care covers a huge area and serves over a million people with varying needs. The Trust is all about people; therefore it is crucial that we are talking to local people and the organisations that are there to represent them.

By building relationships the Trust aims to be able to design services that really meet the needs of local people. It also provides the opportunity for collaboration and working in partnership. This is in recognition that some partners bring expertise that can enhance what the Trust is able to offer and provide a better overall experience.

The Trust is proactive in its approach to engagement and there are many ways that you can become involved in the work of the Trust. This means different things to different people from being kept in the loop about the Trust's plans, through to volunteering or taking part in panels or projects. You can find out more by visiting the 'Be involved' section of the Trust's website or by calling 01772 695300.

We Are Listening

The publication of the Francis Report in February 2013 has served as a stark and shocking reminder of the consequences of not listening and acting upon concerns from people about healthcare services. The recommendations of the report have been considered in depth by the Board and discussed throughout the organisation.

The Trust is committed to providing high quality care and recognises that there is a lot that can be learned from receiving feedback about services. The Trust works hard to listen and respond openly to complaints to ensure resolution where possible. There is a positive attitude to complaints as they provide an opportunity to review how things may have gone wrong, enable the chance to put things right, learn lessons and improve services for the future in relation to service users, their carers and families.

During the year 2012/13 the Trust received a total of 317 formal complaints, 497 concerns, 26 comments and 2,315 compliments. The top 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. One of the primary objectives for the next year will be to ensure this information is available to individual teams to ensure it is used as effectively as possible. The Trust will also be implementing the friends and family test as part of the Patient Experience Strategy.



▲ Feedback is important to us and we listen carefully to all comments made and look to continually improve the service provided.

Where We are Heading



▲ A group walk as part of the Trust's 'Stepping Out' Project in East Lancashire encouraging people to take walks to improve both their physical and mental health.

The next few years will continue to bring significant change and the Trust will need to harness this and take advantage of the opportunities being presented.

The focus will continue to be on transformation, developing partnerships and encouraging innovation. The further integration of services provided by the Trust and those of partners will enable the development of services that will make a real difference to people as individuals, families and communities. There needs to be a shift in the way that services are designed so that they meet the needs of people rather than expecting people to work their way around the system.

This requires services to transform and each clinical network has identified priority areas for development. Here are some of the headlines:

Adult Community - Developing services to support people with long term conditions, improving care and increasing support for older people with advanced care needs and dementia.

Adult Mental Health - Driving quality and efficiency improvements, supporting the development of new inpatient facilities and the related bed reduction by maximising the effectiveness of community services.

Children and Families - 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 for 0-19 year olds by extending the service provision available to families. Universal services are those services that are provided to, or are routinely available to, all children, young people and their families such as health visiting, school nursing, family support, early education and childcare services.

Specialist Services - Developing services based upon national guidance to be community centric. This involves providing a whole person approach to care based on their individual needs and life experience to support them to live as part of the community. It also focuses on their active participation in the community as a whole. In an inpatient environment the community is the hospital, but also takes into consideration the pathway of returning to the wider community. Another focus for the network is on increasing the quality and safety of care provided across secure services and offender health.

The financial climate will continue to present challenges and the Trust will need to strike the balance of achieving efficiencies without compromising on the quality of care that is delivered. This will be achieved by removing inefficiencies and duplication from processes. Innovation will also be a big theme going forwards with the Trust seeking to harness some of the fantastic ideas that staff have. Ultimately, the organisation will continue to enable staff to make it easier to do things better for the benefit of service users.

Vision and Mission

Vision: 21st century healthcare with wellbeing at its heart.

Mission: To improve the lives of the people we serve and ensure that health matters across the whole community.

Strategic Aspirations

To provide high quality services with wellbeing at its heart

How? By understanding that wellbeing means different things to different people and ensuring that there is a comprehensive range of services available across Lancashire, provided by the Trust and its partners to meet these needs.

The Trust aims to be in the top 25% of similar organisations in terms of quality and this is being supported by the quality strategy and the development of improvement plans based on feedback from people using the Trust's services.

Services are being redesigned to be more responsive to individual needs, more accessible and joined up. This will serve to ensure that high quality care is available for people in the right place at the right time.

To provide care within communities, closer to home

How? This is something that the Trust already does well and is looking to develop further. District nurses, health visitors and many other community teams support people in their homes and home treatment is also provided for people with mental health problems. Further work is on-going to increase support for people with long term conditions through the establishment of neighbourhood teams.

The Trust believes in delivering care where people need it and as such provides services from a variety of locations. Resource centres are provided in partnership with other agencies in the heart of communities to provide a valued support network for local people.



▲ Pam Tester, NICE Guidelines Lead and a service user presenting at a NICE Conference about a leaflet they produced relating to 'Self Help for Self Harm'.

To become nationally recognised for excellence

How? The Trust continues to play a major role in supporting research and development and is dedicated to improving the health of its service users, carers and stakeholders by providing its staff with the most current research findings in the country and by actively taking part in high quality research.

The Trust's role as host to the North West Coast Academic Health Science Network will strengthen relationships with scientific and academic communities as well as industry to develop solutions to health care problems; spreading innovation, growing wealth and achieving benefits for the area.

And by being excellent! The Trust sets high standards for its staff and supports them to achieve



▲ Two members of staff having completed the Aspiring Leaders course, investing in developing the leaders of the future.

excellence. Each year, many staff are recognised nationally for their clinical practice which is something that the Trust encourages people to aspire to.

To have enabled staff to live our values

How? The Trust's core values; Teamwork, Integrity, Compassion, Excellence, Respect and Accountability sit at the heart of everything that the Trust does from Board level to frontline services. They are the guiding principles of our organisation and define the behaviours expected of our staff.

The Trust invests in developing its people to lead by example and put the values into practice

everyday. Staff engagement is key and there is a direct link between an engaged workforce and the delivery of high quality care. The Trust has put a number of initiatives in place, linked to the values to engage with its employees and this has resulted in an increase in the staff engagement score recorded in the annual survey. This places the Trust in the top 20% of similar organisations in relation to levels of staff engagement.

To provide excellent value for money

How? The on-going financial challenge continues to impact on the Trust. Lancashire Care has a strong track record of sound financial management and this is more important than ever. Financial stability needs to be maintained whilst maintaining focus on the Trust vision, embedding its core values and delivering high quality services.

The Trust has a clear vision, a strong set of values and a sound governance structure. Acknowledging the scale of the issues emerging, it has used these to develop robust strategic plans which have been rigorously tested. The Trust will maintain its record of effectively meeting financial targets, building on established reserves to support the development and quality of services.

The Trust understands the need for balance between the quality of service delivery and achieving value for money. To support this, the Trust has developed its Engaging for Excellence strategy which focuses on transformational change to deliver high quality services and upper quartile performance within the financial resources available.

To exploit technology to transform care

How? Clinicians and project leads from IT work side by side to develop technological solutions that increase the efficiency of clinical teams and result in improved care for service users. District nurses have led the way and 'released time to care' by using hand held tablet devices during interventions with patients in the community. This has enabled them to reduce time spent travelling back to base to log onto systems giving them more time to spend with patients.

The use of web based tools is also being explored to enable the delivery of online therapy. Increasingly the web will be used as a means of increasing access to services and support 'out of hours' by providing self help material, information and signposting to other services.

A-Z of our Services

Key:	Description
CS	Adult Community Services
SS	Adult Specialised Services

AMH	Adult Mental Health Services
C&F	Children & Families Services
✓	Included in this area

	Not included in this area
*	Not all GPs in this area are included

Service Name	Network	Area Provided							
		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	✓	✓						
Acquired Brain Injury	SS	✓	✓	✓	✓	✓	✓	✓	✓
Acquired Brain Injury Stepdown Service	SS	✓	✓	✓	✓	✓	✓	✓	✓
Adult Mental Health Inpatient care	AMH	✓	✓	✓	✓	✓	✓	✓	✓
CAMHS Tier 2/3 Community Services	C&F			✓	✓	✓		✓	✓
CAMHS Tier 4 Inpatient Services	C&F	✓	✓	✓	✓	✓	✓	✓	✓
Cardio Respiratory Service	ACS			✓	✓				
Care Homes Effective Support Service (CHESS)	ACS			✓	✓				
Children and Family Psychology Services	C&F	✓	✓	✓	✓	✓	✓	✓	✓
Children's Centres	C&F	✓							
Chronic Fatigue Syndrome/Myalgic Encephalomyelitis (CFS/ME)	ACS	✓	✓	✓	✓	✓	✓	✓	✓
Chronic Obstructive Pulmonary Disease (COPD)	ACS		✓	✓	✓				
Community Equipment & Resource Service	ACS			✓	✓				
Community Matrons	ACS		✓	✓	✓				
Community Mental Health Teams (Older Adults)	ACS	✓	✓	✓	✓	✓	✓	✓	✓
Community Nursing Single Point of Access	ACS		✓						
Community Nutrition and Dietetics	ACS			✓	✓				
Community Occupational Therapy - Aids and Adaptations Service	ACS			✓	✓	✓			
Community Specialist Diabetes Team	ACS		✓	✓	✓				
Community Tuberculosis (TB)	ACS			✓	✓		✓	✓	✓
Complex Care and Treatment Teams	AMH	✓	✓	✓	✓	✓	✓	✓	✓
Continence	ACS			✓	✓				
Contraception and Sexual Health (CaSH) Services	C&F	✓	✓	✓	✓	✓			
Core and Specialist Treatment Room Services	ACS		✓	✓	✓				
Counselling	AMH	✓	✓	✓	✓	✓		✓	✓
Criminal Justice Mental Health Teams	SS	✓	✓	✓	✓	✓	✓	✓	✓
Crisis Resolution and Home Treatment services	AMH	✓	✓	✓	✓	✓	✓	✓	✓
Dental Services	ACS	✓	✓	✓	✓	✓		✓	✓
Dermatology	ACS		✓	✓	✓				
Discharge Planning Team	ACS			✓	✓				
District Nursing	ACS		✓	✓	✓				
Early Intervention Psychosis Service (EIS)	C&F	✓	✓	✓	✓	✓	✓	✓	✓
Eating Disorder Services	AMH	✓	✓	*	*	*	✓	*	*
Falls Service	ACS		✓	✓	✓				
Food for Life	ACS				✓				
Forensic Community Mental Health Team	SS	✓	✓	✓	✓	✓	✓	✓	✓
Forensic In Reach Team	SS	✓	✓	✓	✓	✓	✓	✓	✓
Group Home Provision (Community Rehab Team)	AMH			✓					
Harm Reduction Service	ACS		✓						
Health Improvement Service	C&F	✓							
Health Outreach Team	ACS		✓						
Health Visiting	C&F	✓	✓	✓	✓	✓			
Healthy Lifestyles	ACS	✓		✓	✓				
Healthy Living Centre	C&F	✓							
Heart Failure Services	ACS	✓							
HMP Preston Inpatient Unit	SS	✓	✓	✓	✓	✓	✓	✓	✓
IAPT (Improving Access to Psychological Therapies)	AMH	✓	✓	✓	✓	✓	✓	✓	✓

Service Name	Network	Area Provided							
		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
Immunisation Services	C&F	✓	✓	✓	✓	✓			
Inpatient Dementia Beds	ACS	✓	✓	✓	✓	✓	✓	✓	✓
Inpatient Functional Older Adult Mental Health Beds	ACS	✓	✓	✓	✓	✓	✓	✓	✓
Integrated Offender Management service	SS	✓	✓	✓	✓	✓	✓	✓	✓
Intermediate Care	ACS		✓	✓	✓				
Intermediate Dementia	ACS			✓	✓				
Intermediate Support Team (Older Adult Mental Health)	ACS	✓	✓	✓	✓	✓	✓	✓	✓
Lancashire Trauma Service	AMH	✓	✓	✓	✓	✓	✓	✓	✓
Learning Disability Services	ACS	✓	✓	✓	✓	✓	✓	✓	✓
Leg Ulcer Clinics, 'Healthy Legs' and Leg Cafes'	ACS		✓	✓	✓				
Longridge Hospital	ACS				✓				
Lymphoedema	ACS		✓						
Memory Assessment Service	ACS	✓	✓	✓	✓	✓	✓	✓	✓
Men & Women's Low Secure Inpatient Units	SS	✓	✓	✓	✓	✓	✓	✓	✓
Men & Women's Medium Secure Inpatient Units	SS	✓	✓	✓	✓	✓	✓	✓	✓
Mental Health (A&E) Liaison Services	AMH	✓	✓	✓	✓	✓	✓	✓	✓
Minor Injury Service	ACS		✓						
Musculoskeletal Physiotherapy (MSK)	ACS			✓	✓				
Nurse Led Specialist Ear Care Service	ACS		✓						
Older Adult Mental Health Hospital Liaison Team/A & E	ACS	✓	✓	✓	✓	✓	✓	✓	✓
Out of Hours Community Nursing Services	ACS		✓	✓	✓				
Oxygen Services	ACS		✓						
Paediatric Learning Disability Service	C&F	✓	✓	✓	✓	✓	✓	✓	✓
Paediatric Occupational Therapy	C&F	✓	✓	✓	✓	✓			
Paediatric Physiotherapy	C&F			✓	✓	✓			
Paediatric Speech and Language Therapy (SaLT)	C&F	✓	✓	✓	✓	✓			
Parenting	C&F	✓	✓	✓	✓	✓			
Patient Education Programme i.e. Xpert & Desmond	ACS		✓	✓	✓				
Personal Care Team	ACS				✓				
Phlebotomy	ACS		✓	✓	✓				
Physiotherapy	ACS			✓	✓				
Podiatry including Orthotics	ACS		✓	✓	✓				
Prison Mental Health Teams	SS	✓	✓	✓	✓	✓	✓	✓	✓
Prison Pharmacy Service	SS	✓	✓	✓	✓	✓	✓	✓	✓
Prison Primary Care Teams	SS	✓	✓	✓	✓	✓	✓	✓	✓
Psychiatric Intensive Care Units (PICU)	AMH	✓	✓	✓	✓	✓	✓	✓	✓
Pulmonary Rehab	ACS		✓	✓	✓				
Rapid Assessment	ACS		✓	✓	✓				
Rehab and Supported Accommodation Schemes	ACS			✓	✓				
Restart Social Inclusion and Day Services	AMH	✓	✓	✓	✓	✓	✓		
Rheumatology Service	ACS			✓	✓				
Safeguarding Vulnerable Adults and Children	C&F	✓	✓	✓	✓	✓			
School Nursing	C&F	✓	✓	✓	✓	✓			
Services to Special Schools (for Children with Complex Needs)	C&F	✓	✓	✓	✓	✓			
Single Point of Access	AMH	✓	✓	✓	✓	✓	✓	✓	
Specialist Older Adult Care Home Liaison	ACS	✓							
Speech and Language Therapists	ACS			✓	✓				
Step Down Services (Community)	ACS		✓	✓	✓				
Step Down Services (Specialised)	SS	✓	✓	✓	✓	✓	✓	✓	✓
Stop Smoking Services	ACS	✓		✓	✓				
Stroke and Neuro Rehab	ACS		✓	✓	✓				
Substance Misuse Services	SS	✓	✓	✓	✓	✓	✓	✓	✓
Supported Accommodation	AMH	✓							
Tissue Viability Nurses (TVN)	ACS		✓	✓	✓				
Viral Hepatitis	ACS			✓	✓				

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 Quality and Governance
- Director of Finance
- Medical Director
- Director of Transformation and Innovation

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



▲ Chair
Derek Brown



▲ Chief Executive
Professor Heather Tierney-Moore OBE

COUNCIL OF GOVERNORS

The Trust has an active Council of Governors comprising elected staff, 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 Board to account for performance against plans. During the last year the Council of Governors has recognised the implications of the Health and Social Care Act 2012 and has made changes to its practice or the constitution where this was necessary.

Information about the Council of Governors can be found on the Trust website at www.lancashirecare.nhs.uk/Council-Governors

MEMBERSHIP

The Trust has over 12,000 members. They 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. During the last year members have given their views on the Trust's programme of innovation and Children and Families services. Organisations are also able to join as members by signing up to the Trust's affiliate scheme. Affiliate members were invited to take part in the Trust's Wellbeing conference which brought together partners from across the health economy to discuss the priorities for Lancashire and consider how organisations can work together to improve wellbeing. For more information on being a member please visit

www.lancashirecare.nhs.uk/Be-Involved

Network Information

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

Adult Community provide community services (nursing, therapy and primary prevention services) and older adult mental health services. Management and support of people in the community with often 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 focussed 'one stop 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.

Adult Mental Health provide inpatient and community services. All adult mental health inpatient facilities are being redeveloped and it is planned that existing wards will be replaced with improved accommodation across the county by 2016/17.

Children and Families provide 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.

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. Links to local authority Health and Wellbeing Boards have also been established.



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

Lancashire Care NHS Foundation Trust

Sceptre Point

Sceptre Way

Bamber Bridge

Preston

PR5 6AW

Tel: 01772 695300

Email: lct.enquiries@lancashirecare.nhs.uk

www.lancashirecare.nhs.uk

Follow us [@LancashireCare](https://twitter.com/LancashireCare)

Find us on Facebook www.facebook.com/lancashirecare

