



Annual Review 2018-19

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Welcome to our Annual Review for 2018-19

It gives us great pleasure to report that staff at East Lancashire Hospitals NHS Trust (ELHT) achieved some amazing things during 2018-19. This was while facing the challenge of increased demand for our services, during a time of continued pressure.

Perhaps our most obvious achievement was that the Care Quality Commission (CQC) rated ELHT as 'Good' with areas of 'Outstanding' for the quality of care which we provide. It is no coincidence that the results of our latest NHS staff survey were so positive. We were particularly pleased that our response rate had increased and that staff rate us in the top 10% nationally for recommending their hospitals as places to work or receive care.

Our staff strived tirelessly to provide both the quality of care and the speed of access to treatment that we all aspire to. We are encouraged by the highly positive responses to the NHS Friends and Family test, with patients overwhelmingly recommending ELHT as a place to have their care.

After achieving our best ever performance in the NHS Staff Survey last year, we did even better this year. Completed by a record 3,655 employees, the independently-verified results show our staff rate the Trust higher than ever and well above the national average in 9 of the 10 key themes - staff health and wellbeing, supportive management, staff morale, quality of appraisals, quality of care, safe environment against bullying harassment and violence, safety culture and staff engagement.

The past 12 months have seen us continue to improve delivery of emergency and urgent care services which are fully integrated within the local health and care system and meet the needs of the new NHS Long Term Plan. Following the opening of new Ambulatory Emergency Care and Surgical Ambulatory Emergency Care units, we received approval for our Business Case which releases £10 million funding to build an Emergency Care Village at the Royal Blackburn Teaching Hospital. The approval of this further significant investment into purpose-built emergency care facilities is excellent news for patients, staff and the people in East Lancashire.



ELHT is a major player in the Integrated Care Partnerships who carry out an important role in how health and social care services are being transformed. More and more, ELHT works closely with our NHS, local authority and community partners to meet the needs of our local population with greater co-ordination between providers here in Pennine Lancashire and the wider Lancashire and South Cumbria region.



Eileen Fairhurst

Professor Eileen Fairhurst
Chairman



K.P. McGee

Mr Kevin McGee
Chief Executive

Our Trust

ELHT was established in 2003 and is a large integrated health care organisation providing acute secondary and community healthcare for the people of East Lancashire and Blackburn with Darwen. Our population includes patients who live in several of the most socially deprived areas of England.

We aim to deliver high quality, high value care and contribute to a health gain for our community. Located in Lancashire in the heart of North West England, with Bolton and Manchester to the South, Preston to the West and the Pennines to the East we have a combined population of approximately 530,000. We employ in the region of 8,000 staff, some of whom are internationally renowned and have won awards for their work and achievements.

We offer high quality care at five hospital sites and 17 community locations covering the whole of East Lancashire and Blackburn with Darwen. In addition, our patients are offered a range of specialist hospital services which are provided either by ELHT or neighbouring NHS Trusts, with some being delivered in Manchester.

The majority of the Trust's services are funded by the NHS East Lancashire and NHS Blackburn with Darwen Clinical Commissioning Groups (CCGs), as well as NHS England. We continue to work alongside commissioners and local authorities to deliver the best possible care in the most appropriate locations for the people of East Lancashire.

Our absolute focus on patients is part of our vision "to be widely recognised for providing safe, personal and effective care", something we have achieved by being rated 'Good with areas of outstanding' by the Care Quality Commission.

The underlying performance of the Trust continued its upward path during 2018-19, with recent improvement in the four-hour treatment target measured in the Emergency Department. Further details of our performance against key national, local access and treatment priorities can be found within this document.



Our absolute focus on patients is part of our vision "to be widely recognised for providing safe, personal and effective care"

Our Stars

Our biggest event of the year is the STAR Awards, the Trust's annual event to recognise outstanding team and individual contributions on behalf of patients, families, carers and the NHS.



2019 Employee of the Year:
Lucy Mason and Lucy Norris, Healthcare Assistants, Ward C10 (collected by Tracey Barnes and Kate Cain)



2019 Rising Star Award:
Helen Kirkwood, Associate Palliative Care Nurse Specialist



2019 Non-Clinical Worker of the Year:
Faith Woods-Berardi, Assistant HR Business Partner



2019 Clinical Worker of the Year:
Sister Kathryn Eves-Keenan and Sister Helen Hughes, Ambulatory Emergency Care Unit



2019 Role Model of the Year:
Jenny Smith, Professional Development Lead (Podiatry)



2019 Compassionate Care Award:
Pharmacy Medicine Support Team



2019 Unsung Hero Award:
Michelle Taylor, Community Staff Nurse, Ribblesdale District Nurses



2019 Patient Choice Award:
Andrea Eccles, Clerical Officer (Endoscopy)



2019 Leadership Award:
Matron Lesley Gaw, Acute Medical Units



2019 Volunteer of the Year:
Mrs Doris Iveson, Pendle Community Hospital



2019 Outstanding Achievement Award:
Meg Davey, Deputy Associate Director, Quality and Safety



2019 Quality, Innovation and Research Award:
Lindsey Gawthorpe and Louise Counsell, Advanced Nurse Practitioners



2019 Non-Clinical Team of the Year:
Medical Staffing



2019 Clinical Team of the Year:
Stroke Team ICG/DSC

Better births, brighter futures



Better births, brighter futures



Stillbirth is devastating and the evidence and experience of women and families tells us more must be done to tackle the problem.

Every year, around 3,500 UK families get the devastating news that their baby is not alive. When a baby dies after 24 weeks of gestation, it is called a stillbirth. The facts are shocking:

9 babies are stillborn every day in the UK, 98% of stillbirths happen in low and middle income countries

Our work is helping to change the terrible effect of stillbirth on parents and wider family. The Trust's ambition mirrors that of the NHS which set out to halve the number of stillbirths in England by 2030, with an immediate 20 per cent reduction by 2020.

About half of all stillbirths are linked to complications with the placenta. And so a Placenta Clinic was set up by Consultant Obstetrician Martin Maher to reduce stillbirths by diagnosing growth restrictions which can be caused by problems with the placenta.

Conventionally women would stop receiving scans at 36 weeks. However, problems with the placenta can occur at any point during pregnancy and so women at risk are monitored closely.

For every day baby is in the womb, the chance of survival increases by 2% so timing and balance is really crucial. Previously women would travel to Manchester and some would even face the devastating reality of losing their little one.

Audit results from the first eight months revealed that the detection rate for foetal growth restriction shot up from approximately 50% to 98%. Continued development and growth of the 'Placenta Clinic' has led to the appointment of a second consultant trained in undertaking a 'placenta screen'. Funding has been secured to train two additional Midwife Sonographers, increasing the support available for women with a suspected fetal growth concern during pregnancy.

As a result of our efforts, there was an overall reduction in the number of stillbirths during 2018 at ELHT; 31 compared to 32 in 2017 and 40 in 2016. Our work isn't finished and all stillbirths within ELHT continue to be subject to:

- A Primary Review is undertaken within the first 24-48 hours by an Obstetric Consultant and Senior Midwife, to identify any immediate issues with care or service delivery
- Further review by the Perinatal Lead Consultant and Bereavement Midwife
- National reporting via the MBRRACE database
- Reporting through Mortality Steering Group
- Presentation and multidisciplinary review at the monthly multidisciplinary perinatal mortality meetings.

Leads: Mrs Justine Nugent, Consultant Obstetrician; Mrs Elizabeth Martindale, Consultant Obstetrician

Our Services

ELHT staff provide a full range of acute hospital, adult community and adolescent mental health services. We are a specialist centre for Hepatobiliary and Pancreatic Surgery and Interventional Vascular Centre.

Royal Blackburn Teaching Hospital provides a full range of hospital services to adults and children, including:

- General and specialist medical services
- Elective and Emergency Surgery
- Full range of diagnostic (for example MRI, CT scan) and support services.
- 11 Operating Theatres including robotic assisted surgery
- Urgent Care Centre
- Emergency Department
- Two cardiac catheterisation laboratories
- Three endoscopy rooms
- A range of inpatient facilities
- Centralised outpatients department
- Renal Dialysis services (provided by Lancashire Teaching Hospitals NHS Foundation Trust).

Burnley General Teaching Hospital provides a full range of elective hospital services. This includes:

- General, specialist medical and surgical services
- 13 Theatres, two Obstetric and one procedures room
- Full range of diagnostic (for example MRI, CT scan) services
- Urgent Care Centre for serious conditions which need immediate care
- The Lancashire Women and Newborn Centre, comprising
 - Centralised consultant-led maternity unit
 - Level 3 Neonatal Intensive Care Unit
 - Midwife-led birth centre
 - Purpose-built Gynaecology unit
- Lancashire Elective Centre
- Three endoscopy rooms
- Fairhurst Building which provides specialist ophthalmology centre, maxillo-facial department and outpatient facilities
- Specialised Neuro-Rehabilitation
- Renal Dialysis services (provided by Lancashire Teaching Hospitals NHS Foundation Trust).

Accrington Victoria Community Hospital provides inpatient services and a Minor Injuries Unit for the local population. The hospital also has access to dedicated specialist services together with a range of outpatient services. Many consultants and specialties use this busy facility which allows local people to be seen within their community. Services include:

- Audiology clinics
- Inpatient services
- Minor injuries
- Occupational therapy
- Outpatient services
- Physiotherapy
- X-Ray.

Clitheroe Community Hospital provides:

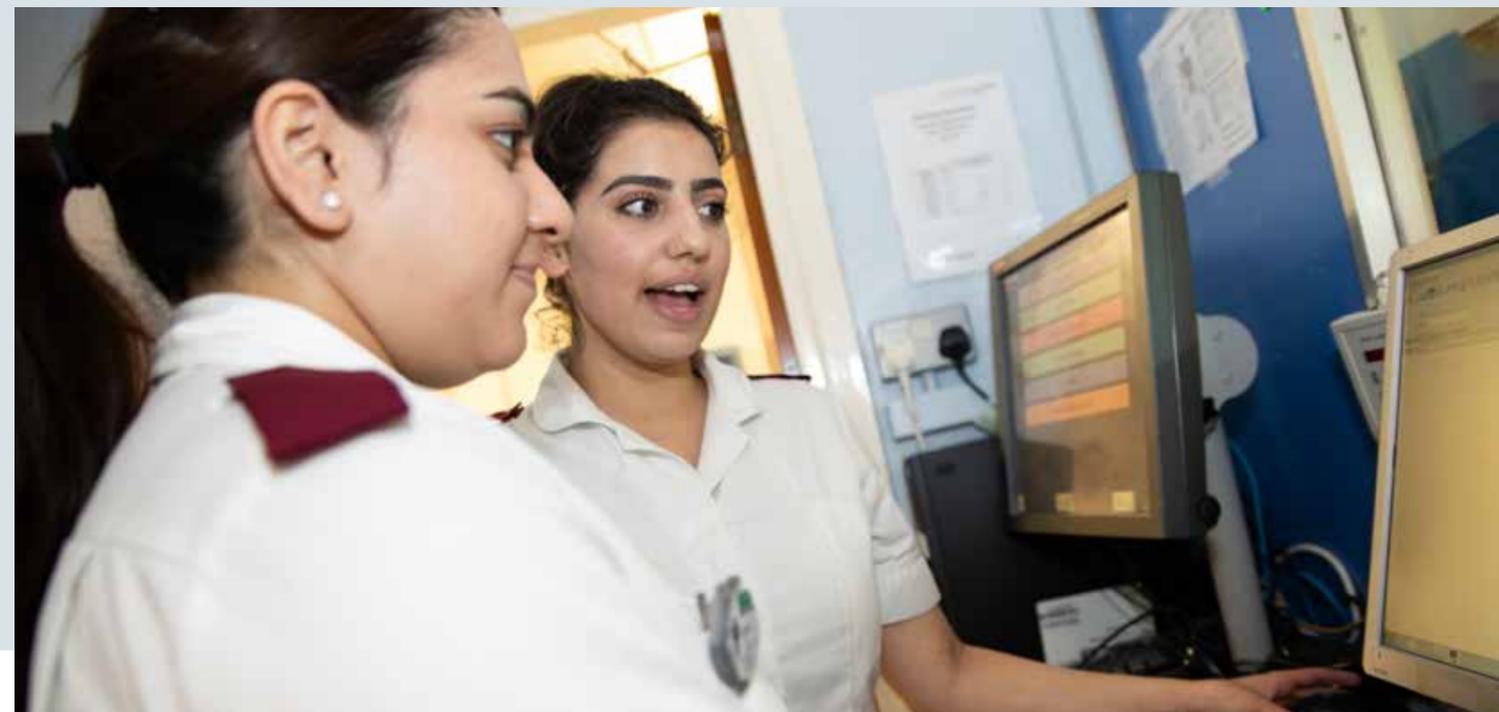
- 32-bed inpatient ward
- Outpatient clinics and other services, including a restaurant for visitors
- Inpatient and rehabilitation services for people 16 years old or over
- Outpatient facility sees patients of any age as requested by the consultants.

Pendle Community Hospital in Nelson provides:

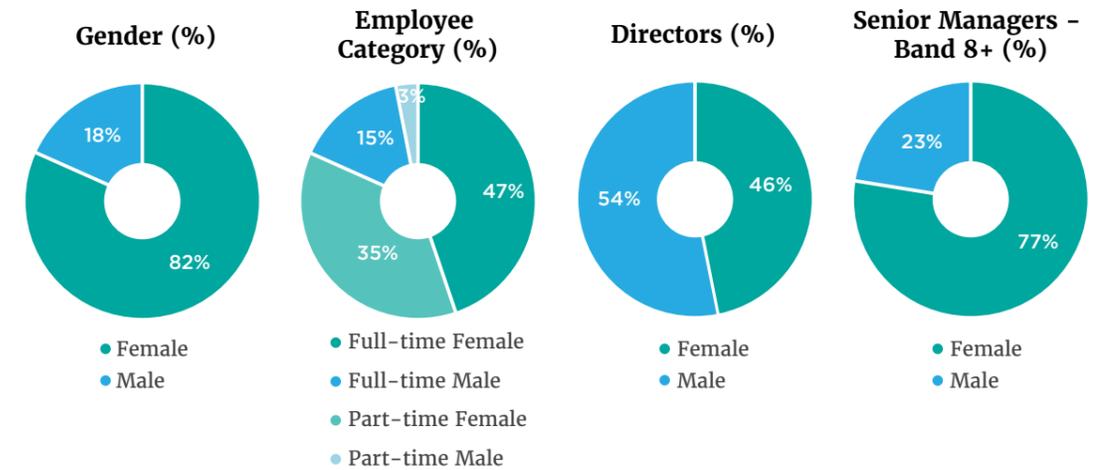
- Rehabilitation service for people following illness or injury
- Two 24-bed rehabilitation wards
- A 24-bed stroke rehabilitation unit
- East Lancashire Community Stroke Team
- Outpatient services.

Community and Intermediate Care

Out-of-hospital services are central to plans for the future of the health and care system. The NHS's new long-term plan sets out ambitions to boost community care, and in early 2019 the Trust showed its commitment by establishing the new Community and Intermediate Care division to keep people well, treat and manage acute illness and long-term conditions, and support people to live independently in their own homes.



Our Staff



The Trust is one of the major employers in East Lancashire. We recognise that our ongoing success is due to the hard work, dedication and commitment of all our staff and volunteers. During the course of the year the Trust has worked hard to recruit and retain nursing and medical staff.

Recognising that in order to provide consistent high standards of safe, personal and effective care means high staffing requirements at times of peak demand, the Trust continues to increase our Staff Bank and reduce the cost of agency staff.

As well as ensuring that we have the appropriate workforce numbers, the Trust has worked hard to recognise the importance of employee engagement. Our Trust has an Employee Engagement Strategy which was designed and developed with input from staff across the organisation and a focused staff engagement team is in place.

In addition to the information and data from the national NHS Staff Survey, we conduct more focused surveys to enable staff to feedback confidentially their experience of working for the Trust. We do this regularly and then monitor the actions that have been taken to improve the staff experience at our monthly Employee Engagement Sponsor Group chaired by the Chief Executive.

Staff numbers and composition

The Trust is a major local employer and we employ over 8000 people. During the course of the year the Trust has worked hard to recruit and retain staff. The Trust now employs 321 WTE more than at the end of 2017-18. Our workforce consists of the following staff groups:

The Trust is fully committed to eliminating gender inequality and continues to monitor the gender profile of the workforce. The current profile is typical of other NHS organisations:

Staff Group	% Female	% Male
Add Prof Scientific and Technic	74%	26%
Additional Clinical Services	89%	11%
Administrative and Clerical	84%	16%
Allied Health Professionals	78%	22%
Estates and Ancillary	58%	42%
Healthcare Scientists	61%	39%
Medical and Dental	35%	65%
Nursing and Midwifery Registered	94%	6%
Students	100%	0%
Grand Total	82%	18%

Sickness

The Trust continues to work hard to improve the health and wellbeing of its staff and to minimise absence due to sickness. Overall the Trust sickness absence rates have deteriorated when compared with 2017-18. with 2017-18.

Staff sickness absence	2018-19	2017-18
Total days lost	81,665	75,388
Total staff years	7,274	7,109
Average working days	11.2	10.6

The Trust monitors sickness absence rates on a monthly basis in the workforce scorecard element of the integrated performance report.





Staff engagement indicators

The 2018 NHS National Staff Survey demonstrated that ELHT has achieved its best ever scores for staff engagement with 9 of the 10 key themes better than average when compared with Acute Trusts across the country. A total of 82 questions can be compared historically between 2017 and 2018 with ELHT scoring significantly better for 35 questions, no significant difference for 44 questions significantly worse for only three questions when compared with 2017.

The results show that for the fourth year in a row, staff ratings have improved which has helped ELHT maintain its position in the top 20% of hospital Trusts for staff satisfaction and engagement, placing ELHT seventh nationally and third regionally based on our overall staff engagement score.

The results show that as an organisation we continue to improve the support we provide for our most important asset, our staff. The results are also excellent news for patients as we know that high levels of employee engagement and satisfaction directly and indirectly influence the quality of patient care and customer satisfaction in our hospitals and clinics.

Likewise our quarterly Staff Friends and Family Test scores continue to demonstrate that staff would be happy to recommend the Trust for care and as a place to work and at quarter four 88% of respondents recommended ELHT as a place for care/treatment and 80% recommended the Trust as a good place to work.

It is a testimony that so many staff would recommend the Trust as a place for care/treatment and as a good place to work and as a Trust we will strive to further improve our staff engagement and satisfaction by continuing to embed our employee engagement strategy.

Based on our continued long term improvements with staff engagement and empowerment ELHT was awarded the prestigious 2018 winners of the Health Service Journal award for Creating a Supportive Staff Culture in November 2018.

Employee engagement

At ELHT we believe our employees are our greatest asset, and we all have a part to play in setting and achieving our vision, values and key priorities.

Our people are at the heart of everything that we do, striving for excellence and driving up standards of care. We want our staff to enthuse pride in their service and similarly for our patients and carers to be proud of us as their local health provider.

We are an organisation committed to improving employee engagement and empowerment. Our strategy led by the Chief Executive and championed by the Director of Human Resources and Organisational Development drives the organisation forward by highlighting the importance of employee engagement as well as implementing evidence based interventions to enhance it.

Our Employees of the Month



April 2018: Patient Service Assistants Tracey Dennett and John Tucker



May 2018: Irene Bennett, Healthcare Assistant, Ward C2



June 2018: Dr Shofiq Al-Islam, Radiology Specialist



July 2018: Lucy Morris (Staff Nurse) and Lucy Mason (Healthcare Assistant), Ward C7



August 2018: Hospital Sterilisation and Disinfection Unit (HSDU) Teams



September 2018: Brenda Haggood, Healthcare Assistant, Ward C7



October 2018: Rob Dickinson, Occupational Health Administrator



November 2018: Karl Cockerill, Health and Welfare Practitioner



December 2018: Heather Jenkinson, Coronary Care Clerical Officer



January 2019: Dr Tom Smith, ST4, Children's Unit



February 2019: Sister Rebecca White, Midwifery Lead, Lancashire Women and Newborn Centre



March 2019: Daryl Thorpe, Physiotherapist

Our Performance

Healthcare providers across the country are set a range of quality and performance targets by the Government, commissioners and regulators. 2018-19 has been a challenging year for all providers due to increasing patient numbers, financial challenges and the increasing frailty of patients. Generally though, our performance was one of improvement, with many indicators being better than the previous year and compare very favourably with our local and national peers.

Particular highlights this year have included:

- the Trust continued to be within the expected tolerances for mortality rates
- the Trust has one of the lowest levels of complaints in the country
- the Trust continues to receive a high response rate and positive scores for the 'Friends and Family Test'
- the Trust being rated 'Good' for being 'open and honest' with its public and patients
- the Referral to Treatment time was achieved for the majority of the year
- the Trust had the highest staff flu vaccination rate in the country
- the Trust had very low infection rates from MRSA and C.Difficile
- the provision of robotic surgery for cancer patients in the North West for Urology, Colorectal and Head and Neck Surgery
- the Trust continues to ensure it is compliant with safeguarding training for working with children and adults
- the Trust has been voted as one of the best places to work in the NHS.

Accident and Emergency

The national target is that 95% of all patients are seen and treated, discharged or admitted within four hours of their arrival on the emergency or urgent care pathway. Factors affecting performance include discharges from wards, high number of attendances (particularly of acutely ill patients), increasing numbers of frail elderly patients, very sick patients requiring intensive support and people not using other services in the community appropriately such as GP services and pharmacies.

A combination of these factors meant that the Trust experienced significant difficulties in meeting the required target in the past year and our performance against the Accident and Emergency four-hour standard remained under the target at 81%.

	Target	2016/17	2017/18	2018/19
Percentage of patients treated in four hours or less	95%	83.5%	82.7%	81.0%
Number of patients (non-elective)		61,945	62,230	59,238

Referral to Treatment (18 weeks)

The NHS Constitution says patients should wait no longer than 18 weeks from GP referral to treatment. The Trust met this target for nine months out of the 12 in 2018-19; however performance fell below target during January, February and March. This resulted in a full year performance, of 92.3%.

	Target	2016/17	2017/18	2018/19
Percentage of patients on an ongoing pathway under 18 weeks	92%	93.49%	91.90%	92.30%

Cancer

There are a number of targets that relate to people who either have cancer or are suspected of having cancer and require treatment (our performance is detailed in the table below).

At the Trust we are committed to ensuring our patients receive timely and effective treatment in line with national targets and guidance. We continually review pathways to ensure that the organisation of tests, outpatient appointments, treatments and multi-disciplinary team meetings are as efficient as possible to avoid undue delays.

The national cancer data relating to our surgeons has indicated that there are no issues with their performance when compared with the rest of the country. Our performance in the National Cancer Survey indicated that there were areas of care we could improve on and we have developed and deployed action plans to ensure we can continue to improve the quality and timeliness of the care we provide.

	Target	2016/17	2017/18	2018/19*
Percentage of patients seen in two weeks or less of an urgent GP referral for suspected cancer	93%	95.8%	94.2%	94.1%
Percentage of patients seen in two weeks or less of an urgent referral for breast symptoms where cancer is not initially suspected	93%	96.6%	94.9%	91.4%
Percentage of patients receiving treatment within 31 days of a decision to treat	96%	98.8%	98.4%	98.1%
Percentage of patients receiving subsequent treatment for cancer within 31 days where that treatment is surgery	94%	97.4%	96.2%	92.8%
Percentage of patients receiving subsequent treatment for cancer within 31 days where treatment is an anti-cancer drug regime	98%	99.9%	99.6%	99.9%
Percentage of patients receiving treatment for cancer within 62 days of an urgent GP referral for suspected cancer	85%	85.9%	86.6%	83.3%
Percentage of patients receiving treatment for cancer within 62 days of referral from an NHS Cancer Screening Service	90%	97.4%	97.7%	95.8%

* at February 2019



Stroke

The National Institute for Health and Care Excellence (NICE) stroke quality standard provides a description of what a high quality stroke service should look like. We continue to perform well in most areas of the "gold standard" but have continued to experience difficulties in meeting the required target that patients attending our services with the signs and symptoms of stroke are admitted to our specialist stroke beds within four hours of arrival. This is reflective of the pressures seen across the country in increasing demands for non-elective services and the availability of beds.

	Target	2016/17	2017-18	April 2018 to Jan 2019
Percentage of stroke patients spending > 90% of their stay on a stroke unit	80%	85.6%	89.0%	83.46%
Percentage of stroke patients admitted to a stroke unit within four hours	90%	50.2%	63.9%	65.44%
Percentage of patients with TIA at higher risk of stroke seen and treated within 24 hours	60%	48.5%	53.9%	96.12%

Infection prevention and control

In 2018-19 the Trust had an objective to have no more than 27 cases of Clostridium difficile (C diff) infection occurring at least three days after admission. We review all cases which are pre and post three days of admission, both internally and along with the Clinical Commissioning Group Multi-Disciplinary Team. This enables us to determine any opportunities of learning. We achieved our objective for 2018-19 having had 26 cases of C diff infection; a significant reduction from the previous year.

We continue to reinforce the need for high standards of infection prevention including strict hand hygiene protocols across our sites and continue with detailed monitoring at a directorate and divisional level, via the Divisional performance dashboards.

	Objective	2016/17	2017-18	2018-19
Methicillin-resistant Staphylococcus aureus (MRSA)	0	1	2	1
Clostridium Difficile infections (C Diff)	28	28	37	26

Cancelled elective procedures

We recognise that it is extremely difficult for patients with planned operations to have their procedures cancelled. When this occurs we aim to rearrange the operation within the following 28 days. In 2018-19, 10 patients with an elective admission date that had been cancelled by the hospital were not provided with another admission date within the 28-day standard.

Long term sustainability

Hospitals and care systems increasingly are quite rightly looking for ways to improve efficiency and reduce costs while also improving the overall patient experience. Sustainability initiatives offer significant environmental and financial benefits for organisations - benefits that will help hospitals and care systems thrive now and in the future.

To be truly sustainable, however, initiatives must stand the test of time by being fiscally sound while also helping the community and the environment. In this regard, East Lancashire Hospitals aims to limit the impact of our activities on the environment by complying with all relevant legislation and regulatory requirements.

Take, for example, the new £15.6 million Ophthalmology Unit, General Outpatients, Maxillofacial Department at Burnley General Teaching Hospital which is rated 'Very Good' for its environmental performance using the Building Research Establishment Environment Assessment Method (BREEAM) healthcare toolkit.

Together with our partners at Blackburn with Darwen and Lancashire County councils, we have put significant effort into highlighting alternatives to single occupier car journeys and introduced a car buddy system encouraging staff to car share. We also work with Councils to make sure bus routes compliment the Trust to and from Blackburn and Burnley town centres. These are key features of our Green Travel plan that is continuously reviewed by a Sustainable Development Committee.

The Trust records and reports the impact its business has on the environment - monitoring and reporting greenhouse gas emissions every year under the EU Emissions Trading System (EU ETS) scheme. In addition, the Estates Returns Information Collection (ERIC) data submissions generate performance information to enable NHS bosses to monitor energy, water, waste, business travel and transport.



Lancashire and Cumbria Integrated Care System (ICS)

The Lancashire and South Cumbria system covers a region made up of five local areas (Central Lancashire, West Lancashire, Pennine Lancashire, Fylde Coast, and Morecambe Bay). Under the combined name of Healthier Lancashire and South Cumbria. These areas provide a way for organisations and groups involved in health and care to join up locally. Partners include:

- CCGs: Greater Preston, Chorley and South Ribble, East Lancashire, West Lancashire, Blackpool, Fylde and Wyre, Morecambe Bay, Blackburn with Darwen;
- Five acute and community Trusts: Lancashire Teaching Hospitals NHS Foundation Trust, University Hospitals of Morecambe Bay NHS Foundation Trust, East Lancashire Hospitals NHS Trust, Blackpool Teaching Hospitals NHS Foundation Trust and Lancashire Care NHS Foundation Trust.
- Two upper tier councils (Lancashire and Cumbria) and two unitary councils (Blackpool and Blackburn with Darwen).

Lancashire and South Cumbria covers a population of around 1.7 million and the region is diverse, with areas of differing geographies and local challenges. Some people experience ill health from an early age and die younger, especially where there are higher levels of deprivation. Most people in this area experience significant levels of health inequality and have a shorter life expectancy than the average for England.

To help address this, an overarching programme is being developed to transform health and care services and make them more effective, efficient and sustainable. Within Lancashire and South Cumbria there are five health and care economies. ELHT is part of the 'Pennine Lancashire' health and care economy (Pennine Lancashire Integrated Care Partnership).

The transformation or change programme aims to deliver:

- Financial improvement - We intend to close a recurrent resource gap of £800 million over the next five years (£100 million at ELHT) by greater standardisation of our clinical processes; reducing waste; by rationalising our estates and continuing to transform our workforce.
- Maintaining and improving access standards - With the exception of the four-hour standard, ELHT's performance is robust. We continue to modify our acute pathway to sustain our performance; however we need to improve access to out of hospital services.
- Reducing variability - As a health and care economy, we see variability in services and duplication across a range of health and social care providers. The transformation programme aims to significantly reduce this, meaning care is more coordinated and therefore more effective and efficient.

Watch a video explaining more about Healthier Lancashire and South Cumbria.

Local health and care system

Local services can provide better and more joined-up care for patients when different organisations work together. For staff, improved collaboration can help to make it easier to work with colleagues from other organisations, allowing them to provide care tailored to individual needs.

By working alongside councils, and drawing on the expertise of others such as local charities and community groups, ELHT can help people to live healthier lives for longer, and to stay out of hospital when they do not need to be there.

The Pennine Lancashire leadership (ELHT, East Lancashire NHS Clinical Commissioning Group, Blackburn with Darwen NHS Clinical Commissioning Group, Lancashire Care NHS Foundation Trust, Blackburn with Darwen Council and Lancashire County Council) work together to deliver an Integrated Care Partnership (ICP).

ELHT will continue as the single largest provider of acute secondary (hospital) care services to the community of Pennine Lancashire.

Stakeholder Engagement

The Trust's Patient, Carer and Family Experience Strategy 2018 to 2021 sets out how staff, patients, families, carers and stakeholders can all work together to review, develop and improve services. This ensures patients have the best possible experience whilst using our services.

We routinely involve patient representatives in quality improvement projects. For example the Frailty Care Pathway project, Electronic Patient Record Project, development of an information booklet for patients, family and carers and the End of Life Steering Group.

Representatives from Healthwatch, the Carers Services and the local CCGs are invited to participate in "mini" inspections which are carried out on our wards and departments, and Healthwatch representatives take part in the annual Patient-Led Assessments of the Care Environment (PLACE) assessments along with representatives from ELMS (East Lancs Medical Services) and the Patient Voices Group.

The Trust has established partnerships with the University of Central Lancashire (UCLan) and Blackburn, Burnley and Nelson and Colne colleges which help us attract local young people to come and work at the Trust. The Trust will benefit from students and graduates from UCLan's Medical School as well as IT, HR and Finance and other administrative professions.



Good nutrition and hydration



Good nutrition and hydration



Eating well and drinking enough are really important for good health, particularly if you're recovering from illness or injury. Well hydrated skin helps prevent pressure ulcers from developing if someone is less mobile than usual, while eating the right foods keeps the body strong and helps it recover, for example, after surgery.

As you would expect, the Trust is committed to preventing malnutrition and dehydration of patients in our care. When people are acutely unwell it can be difficult to meet their nutritional requirements as appetite is often affected, combined with the body's need for more nutrients as part of the healing process.

A 12-month quality improvement project commenced in October 2018. Its aims: to reduce risk of patients becoming malnourished by screening 95% of adult inpatients for malnutrition within 24 hours of admission, and re-screening for malnutrition every seven days.

With involvement from nursing, dietetics and catering, monthly audits are underway measuring both the quality of malnutrition screening and the volume of food waste - two factors that are important in ensuring we identify patients at risk of malnutrition and provide appropriate support to help people to eat and drink.

There are many variables that can prevent people from eating when they are in hospital and we understand that there is no one-size-fits-all solution; therefore, this project will test and evaluate a variety of service changes across various wards to help ensure that we provide optimal nutritional care.

Lead: Tracey Hugill - Head of Dietetics

Our Quality

Following the publication of the first ELHT Quality Strategy in 2014 there have been significant developments within both ELHT and the local health economy.

The Trust has been re-inspected three times by the Care Quality Commission (CQC). The first inspection culminated in the lifting of special measures and the second led to both main hospital sites being assessed as 'Good'. The third and most recent strengthened the 'Good' outcome with areas of 'Outstanding'.

This demonstrates the strength of the initial strategy's approach to quality and the adoption of the Trust's vision to be widely recognised for the delivery of Safe, Personal and Effective care.

As a result of updating the Trust Quality Strategy (2017-19) those three core elements remain its focus, whilst further strengthening governance and reporting arrangements, to provide a clear reporting system from 'Floor to Board'.

The initial strategy in 2014 focused upon the specific Harms Reduction Strategy with clear emphasis upon the strengthening of awareness, reporting and acting upon findings.

Whilst this successful approach is to be maintained and strengthened the approach from 2017-2019 will have a focus upon the safety of systems and the culture of safety both across the organisation as a whole and in specific teams.



Personal Care

Feedback is a powerful and useful mechanism for improving the quality of care and patient experience, both for individuals and for the wider NHS. It is also a strong contributing factor for developing a culture of learning from experience. ELHT want to make sure patients experience compassionate care that is personalised and sensitive to their needs.

We actively encourage feedback in a variety of ways across the organisation including:

- Friends and Family Test and local patient survey results are reported at the Patient Experience Group
- Patient and Carer Stories are collected for presentation at Trust Board and divisional meetings
- We respond promptly to feedback given on the www.elht.nhs.uk and NHS Choices websites, and social media
- National Surveys including the annual Adult In-Patient Survey, and national surveys of the Emergency Department, Maternity and the Children and Young People's Survey
- Healthwatch - two local organisations (Healthwatch Lancashire and Healthwatch Blackburn with Darwen). ELHT supports and facilitates Patient Engagement events and visits to services
- Patient and carer involvement and engagement. Trust patients and public members are invited to participate in service reviews and ward environment and cleanliness inspections
- Implementation of our Patient, Carer and Family Experience Strategy 2018-21
- The Trust has established a Public Participation Panel which will support the Trust in helping our services reflect the needs and views of the people using them.

In-depth information and data relating to the Trust's quality measures can be found in the Quality Account 2018-19 which can be downloaded from the 'About Us > Corporate Publications' section of the www.elht.nhs.uk website.

Supporting patients with mental health needs



Supporting patients with mental health needs

Mental health is one of the key reasons for sickness absence within the NHS. In response, ELHT has pledged to provide better mental health and wellbeing support for staff as part of our workforce strategy.

Ensuring staff are supported and cared for with their mental ill health is paramount. ELHT has a number of initiatives underway to ensure we provide a healthy and supportive working environment for all staff. In 2018, we set up a new Well Service to modernise staff engagement by, among other initiatives, upskilling managers to improve support for staff following a family bereavement and fast tracking access to interventions including peer support, stress management, mindfulness and physical activity.

One of those heavily involved in improving the experience of patients with mental health issues is chaplain and counsellor David Anderson. Following publication of David's research in the Nursing Times, a quality improvement project was developed and funded to educate and support staff who work with mental health patients.

The first step was to provide education and to date over 1,000 staff have attended training where they learn how to better support patients affected by feelings of self-harm and suicide.

At the heart of the training is listening to patient stories and hearing their voices talk about the experience of care on our wards - what helps and what makes things harder for them.



The feedback has been 99.8% extremely positive with staff feeling better equipped and having less fear when working with this patient group.

David has also been at the forefront of a scheme to give inpatients free access to the Samaritans helpline via a fast dial button on their bedside phone - an initiative since adopted by other Trusts. David also visits patients on the wards and offers a leaflet giving details of charities that inpatients can contact for support, in addition to NHS services. David reports that many of the patients value the opportunity to talk.

And then there is Jasper, our hugely popular therapy dog who brings smiles to the faces of patients and staff when he visits wards around the Trust. Jasper, who is David's very own loveable cockapoo, completed a 10-week training programme to ensure he was prepared to work within the busy ward environment.

Jasper is also involved in exciting therapeutic work with patients affected by strokes, encouraging them under the supervision of physiotherapists to use their hands and fingers to touch the therapy dog.

"People change when they see him, their faces light up and Jasper has a really positive effect on everyone," says David. "I'd seen the impact our previous therapy dog had on patients and felt the need to fill that void when she moved to another hospital." need to fill that void when she moved to another hospital."

Lead: Rev. David Anderson

Our Highlights

Winning awards, opening new units, integrating local healthcare, reaching charity targets and receiving positive feedback - just a few of the many highlights of a busy but successful 12 months for ELHT and, we hope, for our patients and partners.

Happy Birthday, NHS!

On 5 July 2018, the NHS celebrated its 70th birthday amid many, many celebrations across the country. ELHT was at the forefront of local festivities with the highlight being a special BIG 7Tea party to commemorate 70 years to the day since Aneurin Bevan, then the health secretary, launched the NHS at Park hospital, Manchester.

Yes, 2018 was a very special year for the NHS, and we saw many, many staff, patients and local communities feel part of those celebrations. Attractions across all our sites included demonstrations, interactive activities and radio broadcasts which went 'behind the scenes' to show lots of progressive aspects of the modern day NHS.



Award winning staff support

East Lancashire Hospitals won a prestigious award from the Health Service Journal in recognition of our hugely successful 'Engage to Make a Difference' project.

The HSJ Awards are held in extremely high esteem in the health care sector, so to win this is an absolute honour. One of the first Trusts in the country to appoint a Staff Guardian, ELHT has worked tirelessly over the last few years to ensure our staff feel supported and know they have the 'freedom to speak up'. It is vitally important to us that we provide an environment in which our staff feel comfortable in raising concerns or issues without fear.



Rise in workplace satisfaction

The 2018 NHS Staff Survey, completed by a record 3,655 employees, shows staff rate the Trust higher than ever and well above the national average in nine of the ten key themes including staff health and wellbeing, supportive management, staff morale, quality of appraisals, quality of care, safe environment against bullying harassment and violence, safety culture and staff engagement.

Crucially, 83% of staff believe that care of patients is the Trust's top priority, a significantly higher score than other Trusts and 12% above the scores when staff were asked the same question back in 2014.

In recent years, we have achieved consistent progress in improving our workplaces as we listen to what staff say, hear it and act on it. And that's what we'll continue to do. Improved staff satisfaction is also good news for our patients as there is a strong link between high levels of staff satisfaction and better services and outcomes for patients.



'Region's best' say inpatients

Inpatients rate the Trust's five hospitals the best in Lancashire and South Cumbria, according to new data from the NHS Friends and Family Test (FFT) survey.

In the 12 months to July 2018, 98% of inpatients recommended the treatment and care they received at East Lancashire Hospitals, the highest score of any NHS Trust in the region, and among the best in England. ELHT's impressive ratings were the opinion of 28,364 people who stayed in hospital for at least one night between August 2017 and July 2018.

In recent years, the Trust has improved the hospital environment for inpatients by investing significantly in new facilities, the latest medical equipment and high quality staff. The result: a better experience for our patients and a better working environment for our staff.

£1,000,000 appeal on target

Official Trust charity ELHT&Me has praised patients, staff and the public as its £1,000,000 fundraising appeal nears its target....in just 18 months!

Since the Appeal launch in February 2018 numerous wards, departments and clinics have benefitted from fundraising efforts, including the Neonatal Intensive Care Unit, Chemotherapy Units at Blackburn and Burnley hospitals, and the Childrens Ward at Royal Blackburn.

The aim of the ELHT&Me £1 Million Appeal was to create better hospital experiences for all by raising much-needed funds to make more improvements right across the Trust. This has delivered improvements for children and babies' health, supported cancer patients, improved equipment, made patient areas more friendly, and enhanced the entire patient experience.





New guide to help inpatients

2018 saw the publication of a new information guide to assist inpatients and their relatives/carers during hospital stays.

Supported by Blackburn with Darwen Carers, Healthwatch Lancashire and Healthwatch Blackburn with Darwen, the new 'Welcome Guide for Patients, Family and Carers' is the work of the Trust's Patient Experience Team and answers many of the non-medical questions frequently asked by inpatients staying one or more nights in hospital.

Being admitted to hospital - especially if your admission is unexpected following an emergency - can be confusing for people. Most inpatients are unfamiliar with life on a hospital ward, so we've produced this self-help guide to provide advice and guidance for patients, families and carers.

Among the useful information is how to identify ward staff by the colour of their uniform, visiting times, patient and visitor parking, good hand hygiene, how to protect personal belongings and the importance of protected mealtimes.



Largest ever student nurse intake

The Trust's largest intake of student nurses started their ward duties at ELHT this past year.

Patients across East Lancashire are benefitting from 148 student nurses taking up their hospital nursing placements within the Trust. The students began their nurse training with the University of Central Lancashire (UCLan) in September 2018. The number of students joining the Trust nearly doubled when compared to the previous year's intake.

ELHT's success in attracting a higher number of student nurses than in previous years is extremely positive. Now 133 adult and 15 paediatric students are undertaking their three-year nursing degree programme featuring a mix of classroom-based teaching, simulated clinical skills and hands-on practical experience in our five hospitals.

'Best training hospitals' say paediatric doctors

Our paediatric department was rated best in the North West for training specialist child doctors.

The award comes after trainee doctors from Health Education England (North West) evaluated the training experience they received at the Royal Blackburn and Burnley General teaching hospitals, and nominated the Trust for a 'PAFTA' - the Paediatric Awards For Training Achievements.

To hear that training for paediatricians at East Lancashire Hospitals is so highly regarded, in the face of stiff competition from hospitals across the north west including more than one specialist children's hospital, is truly magnificent and a real feather in our cap.



Mums know best!

Maternity services achieved their best ever scores in the Care Quality Commission (CQC) Maternity Survey 2018 (www.cqc.org.uk/maternitysurvey).

ELHT is one of only nine trusts nationally who are 'better than expected'. That means our patients place the Trust firmly in the top nine maternity service providers in the country.

The independent CQC Maternity Survey asks mums who gave birth in East Lancashire during 2018 a wide range of questions about their maternity services experience before, during and after birth.

Among the positive responses from East Lancashire mums were that:

- **98%** were positive about their antenatal care
- **97%** had skin-to-skin contact with their baby shortly after birth
- **97%** felt they were involved enough in decisions about their care
- **99%** said their birthing partner was involved as much as they wanted
- **98%** said midwives respected their infant feeding decisions
- **92%** said they received enough information to help decide where to give birth.



Significant improvements in sepsis treatment

Patients receiving cancer treatment are now better protected against a potentially fatal side effect, thanks to improvements at the Trust.

Neutropenic sepsis is a potential complication of anti-cancer therapy which requires rapid, specialist treatment.

And in the first quarter of 2018, 100% of patients admitted to ELHT's Ambulatory Care and Acute Medical Units (A and B) were examined and, where appropriate, given medication for neutropenic sepsis within one hour. Across all ELHT wards, 88% of cancer patients requiring treatment for neutropenic sepsis received it in one hour or less during January, February and March.

New data from NHS England also shows that assessment for sepsis in the Trust's Emergency Department has increased from 52 to 88% since April 2015, with timely treatment for sepsis rising from 49 to 76% in the same period.

New unit helps meet winter demand

The Trust opened a new 24-bed unit at Burnley General Teaching Hospital in autumn 2018. Specifically designed to enhance the healing environment, promote independence, encourage rehabilitation and improve motivation for the next step in a person's recovery, the new Ward 19 was operational throughout the winter months to assist with the challenges that the colder weather brings.

Patients will benefit from being cared for in an environment that promotes independence and routine whilst being involved in the final arrangements for returning home.



More wards recognised for highest standard of care

Three wards received a new award recognising the 'outstanding' care provided by nurses, healthcare assistants, doctors and support staff.

Wards B20 (Vascular), C5 (Dementia) and C8 at the Royal Blackburn Teaching Hospital were the latest to be presented with a Safe Personal and Effective Care (SPEC) Silver Award from the Trust's Director of Nursing, Christine Pearson.

To earn the SPEC Silver Award, which is open to all wards at ELHT, each ward needs to achieve a 'good' rating during three, separate unannounced inspections as part of the Nursing Assessment and Performance Framework (NAPF).



National recognition for children's vision screening service

A new children's vision screening service for Lancashire has received support from leading eye health experts as a 'model service' that should be implemented across the country.

The Vision Screening Service, commissioned by Lancashire County Council and run by East Lancashire Hospitals NHS Trust and Blackpool Teaching Hospitals NHS Foundation Trust, is the first of its kind to be introduced in the country.

And now the service has been 'highly commended' by the British and Irish Orthoptic Society for the way it is managed by orthoptists and all screening tests are carried out by orthoptic staff.

The Vision Screening Service provides screening to four and five-year-old children across primary schools in the county, and to children who are home educated or missing from education at community venues.



Ongoing complaints fall to record low

Open, formal complaints about East Lancashire Hospitals' hospital and community services have reached their lowest number since records began over a decade ago.

The progress we've made in improving the patient and family experience and reducing the time it takes to resolve a complaint is particularly impressive, bearing in mind that many of our wards and services are seeing record numbers of patients.

The latest good news follows a 52% reduction in overall complaints achieved back in 2016 and is the direct result of Trust staff responding faster to issues before they escalate to become formal complaints.

There are lots of ways patients can tell ELHT about their care whether it's talking to hospital staff, emailing complaints@elht.nhs.uk or sending suggestions using Facebook and Twitter (@EastLancsHosp).



New Emergency Surgery Unit opens

Further investment to improve the efficiency of emergency services has resulted in the Trust opening a new clinic to provide rapid diagnosis and access to surgery for patients suffering from acute surgical problems.

The Surgical Ambulatory Emergency Care Unit (SAECU), located on Level 1 at the Royal Blackburn Teaching Hospital, is a fast response ambulatory clinic for surgical specialities including General Surgery, Urology, Vascular, Maxillo-Facial, ENT, and Trauma and Orthopaedics.

Opening the new SAECU is one of several innovations recently introduced by the Trust to work differently and more efficiently in caring for our emergency patients. Our aim is to improve the quality of care for emergency patients by streamlining processes and reducing delays.

Appropriate patients now have access to SAECU via their GP, the emergency department, or the hospital's surgical or medical teams, 24 hours a day, seven days a week.



Success at Clinical Research Awards

Trust researchers once again returned successful when the winners of the 2018 Greater Manchester Clinical Research Awards were revealed.

Senior Research Support Officer Matthew Milner was named 'Research Administrator/Co-ordinator of the Year' to maintain ELHT's four-year winning run at the region's premier research awards.

In addition, two of Matthew's research colleagues, Midwife Bev Hammond and Consultant Urological Surgeon Mr Shalom Srirangam, were highly commended finalists at the Awards. It is wonderful that the dedication of our research colleagues has been celebrated and recognised by the Greater Manchester Clinical Research Network.

All our research staff work hard every day to offer patients the opportunity to participate in research studies which play an essential role in improving the nation's health.

Accessibility Guide goes live!

ELHT have partnered with AccessAble to create Detailed Access Guides for Royal Blackburn and Burnley General Teaching Hospitals. More guides are on their way covering Pendle Community Hospital, Accrington Victoria Community Hospital and Clitheroe Community Hospital.

The Guides are 100% facts, figures and photographs and give you loads of useful information to work out if somewhere is going to be accessible to you. They cover everything from parking to hearing loops, walking distances and accessible toilets.

Early signs are that the Guides are proving popular with more than 6,000 visits to the website in just a matter of days. For more information and to view the guides visit the AccessAble website.





National award for employment champion

Sufiya Rasul, the Trust's Widening Access and Apprenticeship Lead was honoured with a special award sponsored by the Royal College of Nursing for her tireless work engaging with local schools and the wider community.

Sufiya's award was presented as part of Black History Month which recognises and celebrates the contribution of Black and Minority Ethnic people to health and social care over the last 70 years.

In the past 12 months alone, Sufiya and her colleagues have promoted NHS career opportunities to more than 10,000 people as ELHT looks to become the local employer of choice for young people in East Lancashire.

The success of Sufiya's work speak for itself and in the last 12 months alone she has planned, organised and supported 117 recruitment events for East Lancashire Hospitals, both internal and external. These included an NHS careers event at Blackburn leisure centre which attracted over 600 attendees and had over 40 different interactive careers stalls.



First to introduce new CT scan technology

Patients requiring potentially life-changing investigations are benefitting from a new, state-of-the-art scanner installed at the Royal Blackburn Teaching Hospital.

The hospital is the first in the UK to install the state of the art Aquilion Lightning SP, manufactured in Japan by world-leading Canon Imaging Systems, which is capable of recording 80 views (slices) of the human body in a single scan rotation.

Demand for imaging has increased significantly in recent years, by over 40 per cent since 2013. This is a significant investment for the Trust which increases our CT scanners to four to meet demand and reduce waiting times.

Put simply, the new CT scanner can scan the entire body really quickly. In technical terms, the image quality is excellent and the 80-slice capability with fast image reconstruction means a full body scan can take as little as 15 seconds.

New Children's Unit play area

Children and their families spending time at the Royal Blackburn Teaching Hospital are absolutely delighted with their new play area.

Adjoining the Children's Unit, the play area is the product of precision planning by the Trust and the kindness of locally based national company, the EG Group who donated around

£100,000 to fully fund the exterior play area and its equipment. The work was supplemented by generous donations of time, labour and materials from a number of other companies which paid for the enabling works on the interior play room and new toys.



'Incredible' parents first to graduate

The East Lancashire Child and Adolescent Service (ELCAS) is celebrating the graduation of local parents who completed the first Incredible Years parenting programme. Following successful completion of the 12-week course, 20 parents attended a special Incredible Years ceremony at Burnley General Teaching Hospital.

The Incredible Years programme is about building a better relationship with your child and working on behaviours you want to see more of. Having worked with schools and other services within Pendle and Burnley, we were overwhelmed with the number of parents who wanted to attend.

Incredible Years helps parents to understand their child's challenging behaviour and helps them realise they are not on their own.

More parents are now benefitting from the Incredible Years programme with new groups being set up across East Lancashire.

Robotic surgery first

A trio of talented ELHT surgeons performed what is believed to be the first combined renal and bowel cancer surgery in the North West using robotic assisted surgery.

Consultant Colorectal Surgeons Mr Adnan Sheikh and Mr Colin Harris along with Consultant Urological Surgeon Mr Iain Campbell completed the complex seven-and-a-half hour operation at the Royal Blackburn Teaching Hospital, assisted by Da Vinci™ robotic technology.

The pioneering combined procedure – a partial nephrectomy and anterior resection to remove tumours and parts of the patient's kidney and bowel – is significantly more accurate than conventional surgery. Minimal invasive surgery using the Da Vinci™ robot has a number of benefits, most importantly for the patient. They lose less blood, experience less pain, recover quicker and consequently leave hospital sooner.



Grand opening of Forget-Me-Not Suite

The Neonatal Intensive Care Unit at Burnley General hosted the grand opening of brand new accommodation for bereaved parents, named the Forget-Me-Not Suite.

The Forget-Me-Not Suite provides families with the opportunity to spend precious time with their baby and to prepare to say goodbye to their little one in a peaceful and private environment. Set away from the main ward area, the suite is a place for families to make special memories and begin to grieve their loss whilst being supported by neonatal trained staff.

The space, which contains a double bed, cold cot and en-suite facilities, was jointly funded by capital and charitable funds from the Trust charity, ELHT&Me.



Twenty-two consultants awarded UCLan titles

In an unprecedented appreciation of the quality of clinical staff at ELHT, a total of 22 senior doctors have been awarded honorary titles by The University of Central Lancashire (UCLan).

In recognition of their commitment to education, strategic partnership and research, the title of Honorary Professor has been bestowed upon cardiologist Professor Scot Garg, Critical Care Consultant Professor Anton Krige, Gastroenterologist Professor Damien Lynch, Orthopaedic Surgeon Professor Robin Paton, Medical Director Professor Damian Riley and Consultant Rheumatologist Professor Lee-Suan Teh.

UCLan further underlined the outstanding quality of medical education at ELHT by awarding a further 16 consultants the status of Honorary Senior Clinical Lecturer - Dr Anna Macpherson, Mrs Chintan Sanghvi, Dr Fawad Zaman, Mr Fizan Younis, Mr Gary Cousin, Dr Iain Crossingham, Dr John Dean, Dr Manu Shah, Mr Martin Maher, Ms Naseem Ghazali, Dr Nasira Misfar, Dr Saifudin Khalid, Mr Shalom Srirangam, Dr Shenaz Ramtoola, Mr Simon Hill and Mr Surya Narayan.

Our strategic partnership with UCLan will continue to grow and develop, ultimately benefiting the delivery of patient care across the whole of Lancashire.



Prince's Trust programme promises bright future

East Lancashire Hospitals has congratulated another round of successful participants from The Prince's Trust 'Get Into' Programme. The course, which has seen its second successful year at the Trust, gives young people the opportunity to gain valuable work experience that will equip them for working life.

After training and working in catering, portering and laundry services, students were presented with certificates marking their success. For many their hard work has paid off. Over 80% of the participants were offered paid bank work at the Trust and a promise of a brighter future.

Outpatient appointment... ...at your fingertips

ELHT introduced a new technology which allows patients to receive appointment letters directly to their mobile phone. The new electronic patient letters are issued to all outpatients who have registered a mobile phone number with the hospital.

The new system greatly improves the patients experience. Patients can confirm, cancel or arranged to rebook their appointment with one click. Once confirmed, the appointment can be added directly into the patient's digital calendar reducing the risk of forgetting their appointment, they can also save the letter to their phone or email it to print it off.

The system is safe and secure and can only be accessed with a PIN and the patients' date of birth. For patients without a mobile phone, or whose number isn't registered with the Trust, a paper appointment letter is popped into the post. For paediatric patients, the child's parent or guardian will receive the letter on their behalf.



Home First nominated for national award

A scheme to improve support for patients who may need therapy and social care support upon discharge was nominated for the 'Improved Partnerships between Health and Local Government' category of the HSJ Awards 2018.

In partnership with Lancashire County Council, the 'Home First' service ensures residents are taken home for social care and therapy assessments as soon as they are medically fit and no longer need to be in hospital.

A great example of integrated working to improve people's health and wellbeing, the advantage of Home First is that social workers and NHS community staff get a better idea of an individual's specific requirements by seeing them in their own homes, rather than undertaking assessments in the hospital environment. Home First also reduces the risk that a person will lose some of their abilities and mobility by staying too long in hospital where they may become inactive.



Award for patient safety initiative

East Lancashire Hospitals is flying high after winning a prestigious award for efforts to improve safety within hospital operating theatres.

Junior Charge Nurse in General and Vascular Surgery, Rob Tomlinson represented the Trust at the Patient Safety Learning Organisation Awards where the ground breaking 10,000 Feet safety initiative won the "Improving the environment in which staff are able to raise and address safety concerns" award.

The idea comes from the aviation industry in Australia. When an airline pilot gets into a situation requiring absolute concentration, they call out '10,000 feet'. During an operation there are a number of people all doing their respective jobs and it can get extremely pressured. Calling out the safe words '10,000 Feet' focuses everyone and allows complete concentration.

Launch of new test for bowel cancer

A new test to detect bowel cancer has arrived in East Lancashire. Funded by the Lancashire and South Cumbria Cancer Alliance, the "FIT" test looks for tiny amounts of blood in poo. A sample collection tube with instructions is now available for all GPs to give to patients if there is a worry that they could have bowel cancer.

Bowel cancer is the fourth most common cancer in the country. It is responsible for over 16,000 deaths in the UK each year and is more common in men living in deprived areas. When diagnosed at its earliest stage, more than 9 in 10 people with bowel cancer will survive their disease for five years or more, compared with less than 1 in 10 people when diagnosed at the latest stage. Currently less than half of all bowel cancers are diagnosed at an early stage.

Safer Surgery



Safer Surgery

To improve the safety culture in theatres at Burnley and Blackburn hospitals, the Trust introduced a "5 Steps to Safer Surgery" project for all planned/elective operating lists and all patients to have a quality brief/debrief and a compliant WHO checklist completed by January 2018. The expected outcome is the overall reduction of harm to patients.

It may come as a surprise but a recent study revealed that 30% of surgeons say they do not know the name of the theatre staff they are operating with.

To tackle this communication problem, a theatre cap challenge took place to improve safety and break down hierarchy. All staff working in Theatres were encouraged to write their name and job title on the front of their cap. Post challenge feedback from staff showed 76 per cent were in favour of adopting theatre cap identification permanently and steps are now being taken to make this happen.

A 5 Steps of Safer Surgery online training program was developed to ensure all staff including medical staff who are involved or take part in the World Health Organization (WHO) checklist. Latest statistics show that 84% were fully compliant by 31 May 2019 with an action plan in place to ensure we achieve 100% as soon as possible.



NHS staff are highly trained and experienced professionals but they're only human - they work in busy departments, wards and operating theatres, surrounded by numerous potential distractions from colleagues, patients, technology and the working environment. To avoid errors such as failing to correctly identify patients before, during or after surgery, we ran a highly visible and successful campaign, 'ID Me'. A range of colourful simplistic posters and stickers were deployed to remind staff to follow basic procedures, guaranteeing they are dealing with the correct patient, every move, every time.

Leads:

**Rachel Crowther - Surgery Matron (Blackburn); Michelle Turner - Surgery Matron (Burnley);
Dr Mike Pollard - Consultant Anaesthetist;
Veleda Holden - Deputy Matron (Safety and Quality)**



Our Future

The Trust is working hard on closer integration with providers of health and care across Pennine Lancashire through the Pennine Lancashire Integrated Care Partnership and across all of Lancashire as part of the Integrated Care System (ICS) of Lancashire and South Cumbria.

We will collaborate more in the delivery of the health and care to the people of Pennine Lancashire and place increased focus on preventing illness, working closely with Primary Care Networks and community services and maintaining the best quality acute and specialist services.

Across Pennine Lancashire we now integrate more closely with our partners in the local councils, primary, community, voluntary, faith and social care sectors to build a system that is easier for people to access, understand and work with. More and more our clinical staff work with their professional colleagues from other organisations in sustainable care networks across Lancashire which determine the standards of care, the governance and the delivery of care pathways.

Our Transformation themes will drive us towards a clinically and financially sustainable integrated organisation.

These themes are:

- **Service Excellence**
Delivery of services that provide **Safe, Personal** and **Effective** care.
- **Workforce Excellence**
Continue to transform our workforce that addresses current and future needs of health and social care provision.
- **Financial Performance**
Financial and business controls that aid the delivery of cost effective services and support a preventative approach to health and care.
- **Organisational Excellence**
Delivery of operational processes, pathways and services that are underpinned by technologies which are both productive and efficient.

Together, we work to provide people with the support and resources they need to stay out of hospital. We will develop new acute and emergency pathways and facilities, reducing the length of stay for key medical conditions including chronic obstructive pulmonary disease (COPD); reducing theatre times for elective and emergency surgery through increased productivity measures, and reducing our overall bed-base through the introduction of new pathways of care and integrated community care services.



To sum up, we will continue to improve care in our Trust and community, increasing access to services where appropriate to seven day a week, reducing avoidable mortality and improving the patient experience.



East Lancashire Hospitals
NHS Trust

**This document is available in a variety of formats
and languages.**

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