



Annual Review 2016–17





New state of the art cancer robot



520680 outpatient appointments



62656 planned procedures



51036 emergency inpatients



121309 emergency department patients



4669 births



£25m efficiency savings



We generate 50% of the electricity we use



Energy bill reduced by £800,000



108 new apprentices



2087 participants recruited to research studies



41 new research studies started



7905 compliments



19682 members



Making excellent progress

2016/17 has been a very busy and productive year, and we have made excellent progress in many areas.

We were delighted to celebrate the 20th anniversary of providing radiotherapy this year, and are thankful for Rosemere Cancer Foundation's support to secure a state of the art surgical robot. This means our patients throughout the region can now benefit from the very latest cancer surgical techniques.

We worked hard to reinstate the emergency department at Chorley and South Ribble Hospital in January, a notable achievement given the continuing national shortage of emergency medicine doctors. Along with the new 24 hour, seven day-a-week urgent care centres which have opened at both hospitals, local people can now access a wider range of services.

Demand for hospital services has risen sharply over the past few years, and this trend continued throughout 2016-17. We saw more outpatients, provided more operations and admitted more patients than the previous year. Along with this increasing demand, discharging patients promptly has affected our ability to provide planned procedures and treatment on time. This capacity pressure was recognised by the Care Quality Commission when it inspected our services in September 2016, which resulted in an overall rating of 'requires improvement'. The CQC also found that, without exception, our staff are caring, and this is the best possible foundation on which to build improvements.

Balancing the books continues to be very challenging as demand for healthcare increases whilst costs rise. We are pleased to have delivered efficiency savings of £25m last year, and are committed to reducing our deficit.

Together with local health and social care organisations, we are continuing to make excellent progress in modernising how services are provided, so that more people will be able to get the support they need, when they need it, in the right setting. This transformational work will support people to take appropriate responsibility for their own health and wellbeing, reduce preventable illness, and increase the life expectancy of our local population.

Sue Musson
Chairman

Karen Partington
Chief Executive

New state of the art cancer surgical robot

More outpatients, more operations, more admissions than last year



Providing top class cancer care is a real team effort

Working towards outstanding care

Increasing demand, along with delays in discharging people who no longer need our care, means our hospitals are exceptionally busy, which affects our ability to provide planned procedures and operations on time.

As a result we were not able to deliver all the access to care performance targets this year, including the emergency department target. However we did achieve the majority of national standards despite the very significant pressures on our hospitals and we are working hard to improve our performance for next year.

We continue to provide a high standard of care, including 98.45% harm-free care this year, which is an improvement on last year, and above the national average. We are implementing a three year 'Sign Up To Safety' programme, and have so far reduced harm caused by falls by 21%. We are successfully reducing incidence of pressure ulcers, sepsis and avoidable healthcare associated infections.

At least 70 patients a day are delayed in hospital while arrangements are made for their ongoing health and care needs outside hospital.

62,656 planned treatments and procedures provided last year

Mortality rates are within the expected range

56 cases of C.difficile against a national objective of 66. 1 case of MRSA last year, which was reviewed and judged to be unavoidable.

Actions to provide more timely treatment

We have developed a new system to monitor the progress of every single patient, every day which will help us reduce delays within our hospitals.

We are continuing to work closely with our commissioners and local authority and community providers to develop more services that support people to stay well and to receive the care they need in the right place when they no longer require specialist hospital treatment.

The Care Quality Commission inspection last year resulted in an overall rating of 'requires improvement'. However we were pleased that the CQC recognised all our staff, in every service, is caring; and we are implementing an action plan to address the concerns that have been identified.

Key quality improvements for the coming year

- ⬆ **Stronger governance arrangements**
- ⬆ **Improving the hospital estate**
- ⬆ **Reviewing staffing levels and improving recruitment**
- ⬆ **Ensuring safeguarding training is completed**

Whilst many improvements have been made since the inspection, we recognise there is more to be done. We have developed a comprehensive improvement plan to enable us to achieve our ambition to be recognised as an outstanding organisation.



Our new cancer robot has been delivered

Offering a range of specialist services to 1.5m people throughout the region

We have continued to develop and provide specialist services for less common or complex conditions, so people can access the care and treatment they need within Lancashire and South Cumbria.

Almost everyone's lives are touched by cancer, so providing the highest standard of care for this condition is one of our key priorities. Our cancer team involves a wide range of specialists, who also work with colleagues in hospitals throughout the region to deliver care locally.

This year Rosemere Cancer Foundation committed to raise funds for a new state of the art surgical robot – one of the most advanced of its kind in the whole country. Our expert surgeons will use the robot to provide more precise and less invasive treatment for cancer patients, which will improve their recovery and chance of survival.

During our 20th year anniversary of providing radiotherapy we also made significant investment

in radiotherapy equipment, so that we can deliver prompt treatment for patients throughout the day, evening and weekends.

We have also created a new chemotherapy service at Chorley hospital, so people in the local area can receive their treatment closer to home.

We are redeveloping our cancer ward to provide patients with a better environment and improve their stay.

Our new lab and pharmacy provide the support we need to undertake more clinical trials and cancer research.

£1.5m charitable fund investment in cancer this year.

7 linear accelerators providing radiotherapy.

Our new cancer robot is one of just three in the UK.



Public Governor John Daghish at Preston Health Mela

We try to resolve any concerns as they arise

A partnership with patients and families

Involving patients and families in their care, listening to their views, and a commitment to learning when things could be improved is critical to delivering the highest standards of care.

We focus on involving patients and families throughout their treatment, and addressing any issues as they arise. As well as daily conversations with patients and families, we receive feedback from the Friends and Family Test, NHS Choices, national surveys and a range of other sources which we review in detail to see what we can improve.

We also regularly engage with our members, with patients and the wider community about how we can improve the services we provide.

As a result of feedback and complaints, we have made a number of changes to how we work.

Taking action in response to feedback

- ✔ Quicker falls risk assessments
- ✔ Improved processes for referral, diagnosis and treatment of patients with leg swelling
- ✔ Enhanced care and support for vulnerable patients
- ✔ Closer monitoring of patients at risk of dehydration
- ✔ New pathways for patients with nausea and vomiting
- ✔ Stronger key worker links for gynaecological patients
- ✔ Better management of patients with chronic obstructive pulmonary disease

90% inpatients would recommend our hospitals to friends and family.

1 formal complaint for every 1329 patient episodes

- ✔ Improving services for disabled people
- ✔ Bespoke screens in ophthalmology and audiology clinics to promote communication
- ✔ Appointment letters can now be sent via email, and on yellow paper for people with visual impairment
- ✔ Video sign language facilities pilot in the emergency department

Our governors represent the membership and provide objective scrutiny of our performance, and ensure the patient's voice is always heard particularly in relation to patient experience, buildings and environment, and membership relations.

Governors provide an invaluable service in undertaking CQC style inspections, Quality Mark audits, and supporting patient-led reviews of the hospital environment.

They also participated in a number of listening and engagement events last year, to hear and so represent members' views, as well as attending community events such as Preston and Leyland melas, and UCLAN Science Festival.

In the past year we held a series of engagement events to hear about local people's experiences, and priorities for the future provision of healthcare. We are already acting on some of this feedback, such as developing community-based diabetes care. Other ideas will be taken forward as part of the Sustainability and Transformation Programme, and the local delivery plan for central Lancashire, Our Health Our Care.

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We are committed to acting on your feedback – tell us what you think.

Listening and responding

We pride ourselves on listening and responding to the needs and concerns of our service users.

"Without exception I have been delighted with the service they have received. They have encountered courteous professionals who have taken time and trouble to explain the nature of their individual problems and the possible range of treatment."

Relative of a Royal Preston Hospital emergency department patient

"Attended Sellers ward today with my father in law who was extremely nervous. Can't thank the staff for being so friendly and putting him at ease went above and beyond the call of duty."

Relative of Chorley & South Ribble surgery patient

"Excellent care and support from everybody involved in my Stroke treatment at Royal Preston Hospital. Their friendliness, professionalism and expertise were wonderful."

Royal Preston Hospital stroke patient

"I came onto the day ward last Wednesday for an operation. I was extremely anxious as I had never had surgery before. The staff were very reassuring and I was very well looked after. The student nurses were also amazing. I did end up staying over night because I was late going down to theatre.

The evening staff who worked through the night were outstanding. I never slept at all so I was looked

after for a solid 24 hours. Considering I had gone in for surgery the whole team made my experience a nice one. I hope the team on the ward get the recognition they deserve and I wish for this feedback to go to the CEO to let them know they have a great team!"

Chorley & South Ribble Hospital breast surgery patient

"Just wanted to say how impressed I was by all the staff I came into contact with, during the course of the visit but in particular, I would just like to single out the nurse specialist and the doctor. The instant rapport with both of them and the sheer professionalism they both showed in doing their job, gives me complete confidence that I'm being well looked after."

Royal Preston Hospital ENT patient

"I used the facilities at the birth centre before being taken to delivery suite and ultimately theatre for c section, staying on ward thereafter.

Everyone from obstetrician, anaesthetist, midwives, maternity support workers, doctors, matrons and student midwives (the future is extremely bright!) provided unbelievably compassionate, skillful, dedicated, friendly care. All of the staff at the unit should be proud of the first class work they do, they are the most incredible team. Thank you."

Royal Preston Hospital maternity patient



Our new Research Centre opened this year

Pioneering research

Providing the highest standards of care, and the best regional, specialised services demands a committed and talented team who drive innovation in both practice and treatment.

With Lancaster University and Lancashire Care Foundation Trust this year we established a new research centre within a purpose built facility at Royal Preston Hospital.

This has now been officially designated as a National Institute of Health research centre, confirming the quality of research activity undertaken, and securing long term funding.

We recruited 2087 participants to studies last year, and started 41 new research programmes. As we develop more clinical posts with research functions, and provide structured and tailored support to staff who are undertaking research, we expect to lead more studies and trials in the future and further expand our research portfolio.

We were shortlisted for a range of research awards last year, demonstrating the outstanding work we're undertaking to improve outcomes and experience and reduce mortality and ill health.



Alison Birtle,
Oncology
Consultant

Balancing the books

In 2016/17 we received £409m income for patient care, and £55m from training levies, research funding and other sources.

Our operating expenditure was £479m, an increase of 2% on the previous year primarily due to rising workforce costs and challenges recruiting permanent staff.

We are continuing to work hard to reduce our deficit, and achieved £25m efficiency savings last year mainly through improving processes, effective procurement and using technology.



Our staff are committed to providing excellent care with compassion

A brilliant workforce

Attracting the right people to work here, and providing them with support to flourish and reach their potential, enables us to deliver the highest standards of care.

We are delighted that this year's staff survey shows a marked increase in staff engagement, and an improvement in 18 out of 32 key findings. We have invested in the health and wellbeing of our staff, as well as in their personal and professional development, and this commitment is having a demonstrable impact on staff satisfaction.

In the past year we have built on our leadership development programmes so more staff have the opportunity to participate and so take on more responsibility, and drive change and improvements. Masters-level leadership programmes have been designed for all new consultants, as well as those who aspire to being senior leaders in the future. 96% of staff achieve the National Care Certificate within 6 weeks, and we have also designed a career development programme for health care assistants.

We are developing innovative ways of enabling staff to learn and enhance their skills, and more than half of staff now complete their mandatory training online. New 'just in time' resources have been produced to support line managers, as well as bite-sized advisory films and bespoke support to improve team performance.

We have also invested in staff health and wellbeing in the past year. Keeping staff well and in work means they're more productive and enjoy greater work satisfaction, and also reduces the absence rate, costs, and results in better care. We have introduced a new psychology service to promote good mental health, as well as a wide range of physical activities and stop smoking support.

Health & Wellbeing

caring compassionately for our staff

We have 7741 staff

100 staff have completed the Rising Stars career development programme, and 30% have secured promotions within 12 months



Our staff have access to an award-winning library

Investing for the future

Our world-class teaching programmes continue to educate the doctors, nursing staff and allied health professionals of the future.

Our unique nurse-degree programme has gained national recognition and our medical students continue to achieve exceptionally good exam results. We train around 250 medical students every year, providing teaching, clinical placements, exams and all the support they need to learn.

As a responsible organisation, and an integral part of our community, we believe it's important to invest in developing the skills and employability of young people, and those who may experience difficulties finding and keeping a job.

Our workplace familiarisation programme supported 36 students with learning disabilities to gain experience of working in our hospitals. We also provided 200 work experience placements to students from schools in central Lancashire.

In the past year we have accepted 108 new apprentices, and we now have 17 different types of apprenticeships in both clinical and non-clinical occupations. Our nursing programme supports students in their second year of health and social care training to make informed choices about their future careers, and provides invaluable experience of working in the hospital setting. This year we'll be building on our Skills For Health partnership which has offered placements to 40 out of work adults, resulting in 28 being offered jobs, and launching a new programme for 18-24 year olds who are not in employment, education or training.

We have introduced a new 2 year NHS Career Plus course, in partnership with Newman College for students who want to pursue a nursing career, and offer teaching and work placements. The programme we have designed to support A level students access placements at medical school is proving to be highly effective in starting to grow a future doctor workforce.



Award-winning tailored student support on and off the wards



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 LancsHospitals

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Our full Annual Report and Quality Accounts is available on our website.