

Annual Review 2017-18



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WELCOME

Welcome to our Annual Review for the 12-month period from April 2017 until the end of March 2018.

Once again, we are very proud to report the many achievements and successes during the year. And what a busy year it has been. The pressure felt this winter has been unprecedented, especially as the usual demand extended into the early spring months due, in part, to the Beast from the East. Despite this our staff continued to provide excellent safe, personal and effective care, across the five hospital sites and in the community.

The 'Aussie flu', a particularly nasty strain this year, also played a part in the seasonal pressures. However, East Lancashire Hospitals NHS Trust (ELHT) had a strong and rigorous campaign which built on the previous year's success. From October until February 92.3 percent of the workforce received a vaccine, that's over 7,000 individuals. After all the hard work it was very pleasing to be named the top performing Trust for staff vaccinations. Being the biggest employer in the area and by offering flu jabs, we are not only protecting our community, we are also vaccinating a large portion of the community too. This no doubt went some way to reduce the numbers of flu cases across East Lancashire.

We were delighted to receive our best ever results for the latest NHS staff survey – the world's biggest workforce study. The independently-verified survey showed that we are a great place to work, with a caring environment and excellent career opportunities.

Out of the 32 key findings ELHT are in the top quarter for half of them! We also score above the national average for staff recommending ELHT to others as a place of work and we are the fifth top performing Trust in the North – clearly a sign our staff are motivated and engaged.

Another of our fantastic successes is becoming the world's first 'UNICEF Baby Friendly' Trust. In September 2017 we were presented with the Gold Standard in recognition of the advice and support we provide to families with new babies. It represents over 20 years of pioneering service to new mums, culminating in a 'breastfeeding revolution' in East Lancashire.

Finally, a huge thank you to the many people who contribute to our continued success. Our staff work tirelessly to provide the very best service they can for our patients. In doing so, they show their commitment to continuing to improve the quality of services that are provided across East Lancashire. Together we are very much looking forward to building on our successes and gaining even more accolades for our safe, personal and effective care.



PROFESSOR EILEEN FAIRHURST
Chairman of the Board



MR. KEVIN MCGEE
Chairman of the Board

5

Acute & Community
Hospitals

£518m

Invested in Local
Healthcare

21

Community Health
Facilities

8,021

Dedicated & Highly
Trained Staff

OUR TRUST

East Lancashire Hospitals NHS Trust (ELHT) was established in 2003 and we are a large integrated health care organisation providing acute hospital 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.

Our aim is to deliver high quality, high value care which contributes to improved health 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 excess of 7,500 staff, some of whom are internationally renowned and have won awards for their work and achievements.

We offer care across five hospital sites and more than a dozen community locations using state-of-the-art facilities. In addition, our patients are also offered a range of specialist hospital services which are provided predominantly in Manchester and Liverpool.

The majority of the Trust's services are funded by NHS East Lancashire and Blackburn with Darwen Clinical Commissioning Groups (CCGs) and NHS England. We work closely with our NHS 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 as part of our vision "to be widely recognised for providing safe, personal and effective care" has been demonstrated in the Trust's continued progress and we're currently rated 'Good' by the Care Quality Commission (CQC).

Our overall performance has continued its recent improvement during 2017/18. Further details of our performance against key national, local access and treatment priorities can be found on page 12.

- 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 procedure room
 - Full range of diagnostic (MRI, CT scanning) and support services
 - Urgent Care Centre
 - Lancashire Women and Newborn Centre
 - Midwife-led birth centre
 - Consultant-led maternity unit
 - Level 3 Neonatal Intensive Care Unit
 - Specialised neuro-rehabilitation
 - New Lancashire Elective Centre
 - Purpose-built gynaecology unit
 - New chemotherapy and breast care facilities
 - Full range of diagnostic (MRI, CT scanning) services
 - Phase 8 development to include specialist ophthalmology centre, maxilla-facial department and outpatient facilities (opens 2019).

- Royal Blackburn Teaching Hospital** provides a full range of hospital services to adults and children. This includes:
- General and specialist medical
 - Elective and Emergency Surgery
 - Emergency Department
 - Urgent Care Centre
 - State of the art inpatient facilities
 - Centralised outpatient department
 - Full range of diagnostic (MRI, CT scanning) and support services
 - 11 Operating Theatres, including robotic assisted surgery

- Pendle Community Hospital** provides:
- Rehabilitation for people following illness of injury
 - 72 inpatient beds
 - Integrated Stroke Therapy
 - Community Falls service

- 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:
- Inpatient services
 - Outpatient services
 - Audiology
 - Occupational Therapy
 - Minor Injuries
 - X-Ray
 - Physiotherapy
 - Renal Services

- Clitheroe Community Hospital** provides:
- 32-bed inpatient ward on the first floor
 - Outpatient services on the ground floor, including restaurant
 - Inpatient and rehabilitation services for people aged 16 and over

- Our **Community Nursing, Health Visiting** and **Outpatient services** are also provided at a number of community facilities, enabling patients to access care closer to homes wherever appropriate, including:
- Accrington PALS
 - Acorn Primary Health Care Centre, Accrington
 - Bacup Primary Health Care Centre
 - Barbara Castle Way Health Centre, Blackburn
 - Barnoldswick Medical Centre
 - Blackburn Birth Centre
 - Clayton-le-Moors
 - Clitheroe Health Centre
 - Colne Health Centre
 - Darwen Health Centre
 - Deardengate House, Haslingden
 - Garstang Medical Centre (Vascular)
 - Haslingden Health Centre
 - Helme Chase Surgery, Kendal (Vascular)
 - Holly House CDC (Accrington)
 - Kiddrow Lane Health Centre
 - Rossendale Primary Health Care Centre (Hub)
 - St Peter's Centre, Burnley
 - Yarnspinners Primary Health Care Centre



Where our money goes

From a total spend of £518.9 million in 2017-18, £324.2 million or 62.5% was spent on salaries and wages. Throughout the year the Trust employed in excess of 7,500 staff.

At £39.9 million, drugs costs were the next highest area of expenditure with the Trust spending a £33.7 million on other clinical supplies and services and a further £19.9m on clinical negligence premiums.

The Trust has continued to invest in healthcare facilities on all sites including the £3.4 million spent on the new Ophthalmology department at Burnley General Teaching Hospital, £1.9 million of which was funded from Public Dividend Capital (PDC) received from DHSC.

Further investment on this capital project of £15.0m is planned in advance of the scheduled opening in October 2019, backed by a further £13.7m of PDC funding. The Trust also received £2.7 million of PDC in 2017-18 to strengthen cyber security safeguards.

We invited representatives from Healthwatch, the Carers Services and the local CCGs to participate in "mini" inspections which were carried out on our wards and departments, and Healthwatch representatives take part in the annual PLACE assessments to inspect the quality of the hospital environment.

Our partnerships with the University of Central Lancashire (UCLan) and Burnley College continues to attract more people to come and work at the Trust. We benefit from students and graduates from UCLan's Medical School as well as IT, HR and Finance and other administrative professions.

In 2016, the Care Quality Commission visited us to conduct a 'Well-Led' review. Following their review the report was published on 4 January 2017 and we received the positive news that our rating had improved to 'Good'. The CQC scores are as follows:

Royal Blackburn Teaching Hospital

Overall	Good
Safe	Good
Effective	Good
Caring	Good
Responsive	Good
Well-led	Good

Burnley General Teaching Hospital

Overall	Good
Safe	Good
Effective	Good
Caring	Good
Responsive	Good
Well-led	Good

East Lancashire Hospitals NHS Trust

Overall	Good
Safe	Good
Effective	Good
Caring	Good
Responsive	Requires Improvement
Well-led	Good



OUR STAFF

As a major local employer, we recognise that our ongoing success is due to the hard work, dedication and commitment of staff and volunteers. During the course of the year, we worked hard to recruit and retain nursing and medical staff.

As well as ensuring we have the appropriate workforce numbers, we are passionate about supporting employee engagement. For this reason, our Organisational Development Strategy contains the Employee Engagement Strategy and a focused staff engagement team is in place.

Employee engagement

We believe our employees are our greatest asset, and that 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.

As an organisation we are committed to improving employee engagement and empowerment. Our Employee Engagement strategy led by the Chief Executive and championed by the Director of Human Resources and Organisational Development (HR&OD) has enabled ELHT to drive the organisation forward by highlighting the importance of employee engagement as well as implementing evidence-based interventions to enhance more engagement.

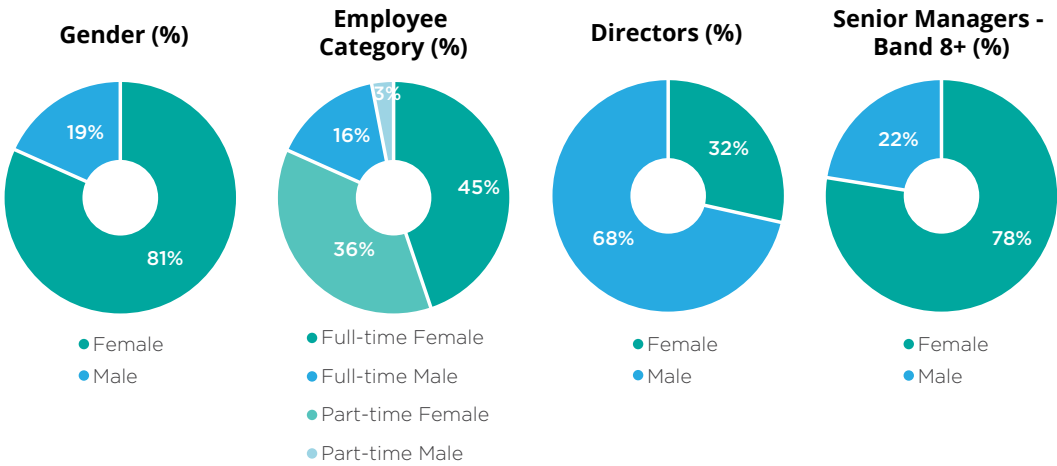
We have devised, implemented and embedded a systematic approach to engage and empower our employees through our 10 Enablers of Employee Engagement which has now created an environment whereby our workforce demonstrates high levels of advocacy is truly involved and motivated, working together towards our shared vision of being widely recognised for providing safe personal and effective care.

Staff numbers and composition

In total, we employ over 9,000 full and part-time staff with a net increase of 145 Whole Time Equivalent (WTE) staff during 2017/18.

Embracing our duty to ensure equal opportunities for all, we remain fully committed to eliminating gender inequality and continue to monitor the gender profile of our workforce. The current profile displayed below is typical of other NHS organisations:

Staff Group	% Female	% Male
Additional Professional Scientific and Technical	2.20%	0.78%
Additional Clinical Services	2.20%	2.20%
Administrative and Clerical	2.20%	2.20%
Allied Health Professionals	2.20%	2.20%
Estates and Ancillary	2.20%	2.20%
Healthcare Scientists	2.20%	2.20%
Medical and Dental	2.20%	2.20%
Nursing and Midwifery Registered	2.20%	2.20%
Students	2.20%	2.20%
Grand Total	81.35%	18%



Sickness

Thanks to a proactive strategy to improve the health & wellbeing of our staff and minimise absence due to sickness, our overall sickness absence rates improved in comparison to 2016/17 although the number of episodes remained fairly static.

Staff sickness absence	2017-	2016-
Total days lost	75,38	76,025
Total staff years	7,109	6,926
Average working days	10.6	11.0



Staff Engagement

The 2016 National Staff Survey demonstrated that ELHT had achieved its best ever ranking for staff engagement.

The results showed that for the second year in a row, increasingly positive staff opinions of their employer helped us maintain our position in the **top 20 per cent of hospital Trust's** for staff satisfaction and engagement.

As a responsible employer, we continue to improve the support we provide for our most important asset, our staff. The Staff Survey 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 improve and at Quarter four, 82 per cent of respondents **recommended ELHT as a place for care/treatment** and 75 per cent **recommended the Trust as a good place to work**.

It is testimony to a positive workplace that so many staff would recommend the Trust as a place for care/ treatment and as a good place to work and these are ELHTs highest scores since the implementation of the Staff Friends and Family Test.

The Trust has employed a **Staff Guardian** since 2014 and successfully introduced the “If you see something, say something” campaign to encourage all staff to speak out safely if they have concerns. The Guardian works independently alongside Trust leadership teams to support ELHT to become an ever more open and transparent place to work, a place where all staff are actively encouraged and enabled to speak up safely.

In addition, we demonstrate a strong commitment to the delivery of **education, training, and learning and development opportunities** to ensure all our staff have the skills necessary to fulfil their role and contribute to excellent patient care.



OUR PERFORMANCE

All UK healthcare providers are set a range of quality and performance targets by the Government, commissioners and regulators. 2017/2018 has been a challenging year for all providers due to larger patient numbers, financial challenges and the increasing frailty of patients.

In general, our performance this year has been one of improvement, with many indicators being better than last year and compare very favorably with our local and national peers.

Our main challenges during the year have been in relation to a number of key performance targets.

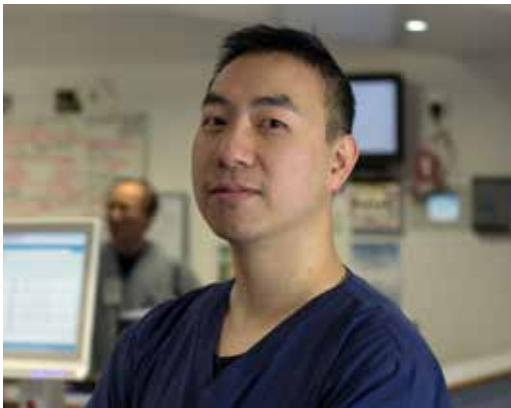
Accident and Emergency

The national target is that 95 per cent of all patients are seen and treated or discharged within four hours of their arrival on the emergency or urgent care pathway. Factors affecting performance include inpatient 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 last year.

Overall, performance against the Accident and Emergency four-hour standard **remains under the 95 per cent target at 82.7 per cent** for the year. Nationally, performance against this standard has been deteriorating and for the month of March, just nine out of 137 reporting trusts with type 1 departments achieved the 95 per cent standard.

	Target	2015/16	2016/17	2017/18
Percentage of patients treated in four hours or less	95%	92.5%	83.5%	82.7%
Number of patients (non-elective)		61,126	61,945	62,230



Referral to Treatment (18 weeks)

Against the requirement **that no less than 92 per cent of patients** at any time wait more than 18 weeks, the standard was met for nine of the 12 months during 2017/18. However, performance fell below target during September, October and November, resulting in a full year performance just a fraction below the target, at 91.9 per cent.

	Target	2015/16	2016/17	2017/18
Percentage of patients treated in four hours or less	92%	96.7%	93.49%	91.9%

Cancer treatment

There are a number of targets relating to people who either have cancer or are suspected of having cancer and require treatment. Two of these targets are referrals for suspected cancer must be seen within 14 days and patients who are undergoing investigation and subsequent treatment following a diagnosis of cancer should receive their treatment within 62 days of their referral. A more extensive list of targets can be seen in the table below.

We recognise the importance of ensuring our patients receive timely and effective treatment in line with national targets and guidance. We are continually reviewing our 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 there are no issues with their performance when compared against surgeons in the rest of the country. Our performance in the National Cancer Survey indicated there were areas of care we could improve and we have developed and deployed action plans to ensure we continue to improve the quality and timeliness of the care we provide.

	Target	2014/15	2015/16	2016/17	2017/18
Percentage of patients seen in two weeks or less of an urgent GP referral for suspected cancer	93%	96.3%	96.5%	95.8%	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%	96.1%	95.5%	96.6%	95.4%
Percentage of patients receiving treatment within 31 days of a decision to treat	96%	98.2%	99.1%	98.8%	98.5%
Percentage of patients receiving subsequent treatment for cancer within 31 days where that treatment is surgery	94%	95.1%	98.3%	97.4%	96.2%
Percentage of patients receiving subsequent treatment for cancer within 31 days where treatment is an anti-cancer drug regime	98%	100%	99.8%	99.9%	99.6%
Percentage of patients receiving treatment for cancer within 62 days of an urgent GP referral for suspected cancer	85%	86%	88%	85.9%	86.6%
Percentage of patients receiving treatment for cancer within 62 days of referral from an NHS Cancer Screening Service	90%	95.9%	97.9%	97.4%	97.5%

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 a specialist stroke bed 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	2015/16	2016/17	2017/18
Percentage of stroke patients spending > 90% of their stay on a stroke unit	80%	81.3%	85.6%	89.0%
Percentage of stroke patients admitted to a stroke unit within four hours	90%	52.4%	50.2%	63.9%
Percentage of patients with TIA at higher risk of stroke seen and treated within 24 hours	60%	63.3%	48.5%	53.9%

Infection prevention and control

Everyone has a part to play in infection prevention and control and we have an Infection Control Team dedicated to support the on-going education and training of all staff to ensure we maintain the highest possible standards of cleanliness and reduce the incidence of infections.

In 2017/18 the Trust had a maximum target of 28 cases of Clostridium Difficile occurring at least 72 hours after admission. Unfortunately, there were 37 such cases across the course of the year. The trust was the eighth best performing trust in the North West in terms of infections per 1000 bed days. There were two cases of MRSA acquired at least 48 hours after admission; an increase of one case from 2016/17.

	Target	2015/16	2016/17	2017/18
Methicillin-resistant Staphylococcus aureus	0	1	1	2
Clostridium Difficile infections	28	29	28	37

Cancelled elective procedures

We understand it is extremely difficult for patients with planned operations when their procedure is cancelled. When this occurs we aim to rearrange the operation within the following 28 days.

Between April 2017 and March 2018, 29 patients with an elective admission date cancelled by the hospital were **not provided with another admission date within the 28-day standard**. A full root cause analysis took place to understand the reasons for the delay and ensure we share the learning across the Trust.



OUR STARS

Every day in the NHS dedicated teams and individuals go to extraordinary lengths to provide exceptional care for people who use our health and social care services. Our annual STAR Awards are a brilliant opportunity to shine a light on individuals and teams who go above and beyond the call of duty to provide exceptional care and support.



Compassionate Care
Pamela Kay, Specialist Wellbeing Practitioner,
Occupational Health



Leadership Award
Dr Meera Lama, Consultant Neonatologist



Patient Choice Award
Jennifer Wadsworth, Advanced Nurse
Practitioner in Hepatology



Rising Star
Rising Star Nicola Broxup, Clinical Team Leader,
District Nursing (accepted by Carole Mawdsley)



Non-Clinical Team of the Year
Capital Project Team (Mark Riley, Mark Penny,
Amy-Jane Evans, Clare Boyd)



Employee of the Year
Performance and Informatics (I.T. Team)



Clinical Worker of the Year
Jennifer Wadsworth, Advanced Nurse
Practitioner in Hepatology, Gastroenterology



Role Model of the Year
Sister Hayley Houldsworth, Ward C9



Unsung Hero
Val Clowrey, Patient Services Assistant, Neonatal
Intensive Care Unit



Non-Clinical Worker of the Year
Kathryn Heyworth, Business Support Manager,
Complex Case Team



Quality, Innovation and Research Award
Specialist Paediatric Respiratory Team (SPORT)
Physiotherapists



Clinical Team of the Year
Hepatitis C Team



Outstanding Achievement
Sue Henry, Baby Friendly Team Leader



Volunteer of the Year
Learners Lounge (Dave Thomas, Moya Thomas,
Beverley Burrows, Sally Sumne)

OUR QUALITY

We're committed to continuously improve the quality of care we provide and, in so doing, achieve our aim 'to be widely recognised for providing Safe, Personal and Effective care'.

Quality monitoring occurs through our corporate and clinical governance structure, reporting to the Trust board via the Quality Committee.

In order to ensure we are delivering Safe, Personal and Effective care we have a robust process for the identification and agreement of key quality priorities. Those which require quality improvement become part of our Quality Improvement Plan which ensures they are continuously monitored for signs of progress.

Our quality improvement methodology is the '7 Steps to Safe Personal Effective Care'. This is based on the model for improvement and also incorporates Lean and other tools. We have a small and developing Quality Improvement Team of facilitators as part of the Quality and Safety Unit, linking with the Quality Committee structure. All junior foundation doctors take part in and lead quality improvement projects.

A staff development programme in quality improvement skills is in place both internally and through our membership of the Advancing Quality Alliance. Professionals in training are supported to develop and participate in quality improvement projects, and support for projects is agreed at the Quality Improvement Triage group.

Dr Damian Riley is the Executive Medical Director and the lead for clinical quality. The lead commissioner is East Lancashire Clinical Commissioning Group which accounts for approximately two thirds of activity undertaken by the Trust, with Blackburn with Darwen CCG accounting for the major proportion of the remaining activity.

Our full Quality Account – which can be downloaded from the Corporate Publications section of our www.elht.nhs.uk website - has been developed over the course of 2017-18 as we have continually monitored and reported against our quality priorities and indicators both within the organisation and externally to the public, commissioners and regulators and at a national level.

Our Strategic Approach to Quality

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

The Trust has been re-inspected twice by the CQC; the first inspection culminated in the lifting of special measures and the second led to both of our main hospital sites being assessed as 'Good'. 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 our Quality Strategy (2017-19), those three core elements remain its focus, while further strengthening governance and reporting arrangements provide a clear reporting system from 'Floor to Board'.



OUR HIGHLIGHTS

Winning awards, opening new facilities, integrating local healthcare, launching our own charity and foiling cyber attacks – just a few of the many highlights of a busy but successful 12 months for ELHT and, we hope, for our patients and partners.

New Staff Guardian appointed

We're delighted to appoint Jane Butcher as the Trust's new Staff Guardian to speak up for staff who raise concerns.

Jane brings a wealth of experience to the Staff Guardian role having served the NHS in East Lancashire and Blackburn with Darwen for almost two decades.

In 2015, we became only the 3rd NHS Trust in the country to appoint the influential Staff Guardian position, following recommendations by Sir Robert Francis in his review and subsequent report into Mid-Staffordshire NHS Foundation Trust.



More Robotic Surgery Firsts

After installing the first surgical robot in Lancashire, we continue to lead the way and were the first in the region to use this revolutionary technology to carry out colorectal surgery.

Our £1.3 million Da Vinci robot was installed at the Royal Blackburn Teaching Hospital in 2015 to carry out prostatectomies (removal of the prostate gland) and continues to flourish as we increase the number of surgical procedures performed using the robot.

Advances in surgical equipment have also made it possible to remove tumours in the head and neck using robotic technology and minimally invasive techniques. Ms Naseem Ghazali, Consultant Oral and Maxillo-facial Surgeon, performed Lancashire's first mucosectomy, using the Trust's 'Da Vinci Robot' and the patient was given an 'all clear' diagnosis just ten days after surgery.



Blackburn College Partnership

Blackburn College, the largest College in Pennine Lancashire, and ELHT, the area's biggest employer, have joined forces in an exciting initiative that will benefit the work of both organisations, as well as the wider community.

Both organisations have signed a Memorandum of Understanding (MoU) which supports joint activity to develop skills, create exciting career opportunities and promote the local health economy.

The initiative will enable the College and ELHT to develop a Workforce Education and Training Strategy for the Trust and to generate career opportunities for Blackburn College students, enabling them to gain meaningful employment in the largest employer in the Borough. This will include Apprenticeships to underpin both clinical and nonclinical careers of First Choice in the local NHS.

Cyber Attack Response

Our 130+ Performance and Informatics staff, with support from a number of public service organisations, responded superbly to ensure that May 2017's 'NHS Cyber Attack' did not affect ELHT as badly as it did many other NHS Trusts.

Our response was swift and decisive. We had services back up-and-running the same afternoon and replaced 2,500 computers within a matter of days. And despite the challenge and some disruption, we didn't cancel a single theatre list or outpatient clinic.



New Children's Outpatients

The new Children's Outpatient department at Burnley General Teaching Hospital opened its doors in 2017 following a move to improved facilities as part of an ongoing £18 million redevelopment of the hospital.

Located on Level 1 in Area 6 (Wilson Hey), the new Children's Outpatient offers nine consultation rooms, two treatment rooms, two weighing rooms and two waiting areas.

It is our absolute priority to provide excellent facilities and outstanding patient care, and the new Children's Outpatient Department will have a major impact on our patients' experience.



Trust Hosts Centre of Excellence

Consultant Physician Professor Iqbal Singh has been commissioned by Health Education England to lead on a programme providing training for safety in the care of older people.

The Centre of Excellence for Safety in the Care of Older People” will be hosted by ELHT and based at the Acorn Primary Health Care Centre in Accrington. Its objective is to improve safety in hospitals, care homes and the wider community and ensure the values of dignity and respect are always upheld.

The Centre will focus on making a major contribution to the training and education of the health and social care sector workforce empowering individuals, teams and organisations to innovate and develop a culture of continuous learning, professionalism and improvement.



ELHT and UCLan strengthen partnership

We're proud to strengthen our position as the region's leading NHS teaching institution by announcing a strategic alliance with The University of Central Lancashire (UCLan).

The 10-year agreement will see the two organisations work together to meet the region's healthcare needs and enable the NHS workforce in Lancashire to work at an optimum level, directly benefitting the patients of East Lancashire.

UCLan already trains doctors in the area, in partnership with ELHT. As an area with acute medical workforce needs, the long-term strategic alliance will deliver clinical placements, joint research programmes across Pennine Lancashire and shared academic and clinical staff posts.



Sharing our experience and expertise

ELHT is pleased to have been commissioned by NHS Improvement to work with North Lincolnshire and Goole NHS Hospitals FT (NLaG) to help them improve after the Lincolnshire Trust was placed in special measures for quality and finance earlier in 2017.

The 'buddying' relationship between the two organisations works on a number of levels, offering strategic advice and guidance, peer support, and hands on, practical work based on improving service delivery.

That work includes initiatives to support quality, patient safety, stakeholder engagement and financial performance.



More patients benefitting from ELHT research

Almost 1,500 East Lancashire patients received the most advanced care in the NHS last year, after participating in pioneering studies run by Trust research staff.

We performed extremely well in the national annual league table for clinical research, with 1,487 patients taking part in 79 studies in 2016/17, according to figures published by the National Institute of Health Research.

The number of new studies increased by 41% from the previous year and was the largest increase by an acute hospital Trust outside London and South East England.

T Garden Opens

A special garden has been created in a hidden space within the Royal Blackburn Teaching Hospital site offering sanctuary for our long term patients.

The garden was commissioned following the death of a young patient who had spent many months on the Critical Care Unit.

This special place not only helps patients in their physical wellbeing, but also with their psychological wellbeing. It will give our long term patients the opportunity to go outside, feel the fresh air on their face, touch the sensory plants and hear the birds singing. All things that many of us take for granted.



Birth Centre Celebrates 5,000 Milestone

An Accrington couple are celebrating the birth of their little bundle of joy — the 5,000th baby to be born at Blackburn Birth Centre.

Kinga Foley, 28, gave birth to seven pound four ounce (3.37kg) son Logan at 11.30pm on Saturday 10th June. Proud mum Kinga said finding out her new arrival was the 5,000th baby to be delivered at the birth centre on Park View Road came as a surprise.

The midwife-led centre, which was rated 'Good' in its latest Care Quality Commission inspection, opened in 2010.



World first 'UNICEF Baby Friendly' trust

ELHT became the first organisation in the world to achieve the prestigious Baby Friendly Initiative Gold Standard from the United Nations Children's Fund UK (Unicef). This accolade is in recognition of the excellent advice and support families with new babies' in East Lancashire receives around nurturing and feeding their babies.

Families from Blackburn to Barnoldswick, the Ribble Valley down to Rossendale and every town in between today benefit from 'baby' friendly standards that have been pioneered across East Lancashire for the past 20 years.

Back in the 1970s, only 27 per cent of local mums were breastfeeding eight weeks after birth; today, the breastfeeding figure in Blackburn with Darwen is 76 per cent.



Lancashire Elective Centre official opening

December 2017 saw the official opening of the Lancashire Elective Centre at Burnley General Teaching Hospital. The new £1.5 million is the latest development to be completed as part of our £18m investment into NHS services at BGTH which has the capacity to treat in excess of 12,000 patients per annum.

- A 46-bedded Elective Admissions Unit with capacity for 14 overnight stay patients
- Two dedicated elective operating theatres including a state of the art laparoscopic theatre
- Purpose-built room equipped to perform minor procedures, such as Orthopaedic joint injections, carpal tunnel procedures, varicose vein treatment and pain management
- Infusion suite caring for patients requiring all types of IV treatment
- Easy access DVT clinic supporting patient flow from A&E, Urgent Care and GP referrals.



Introducing skin-to-skin for caesarean births

Many of the 1,600 mothers who give birth each year via caesarean section at the Lancashire Women and Newborn Centre can now experience the magic of holding their baby skin-to-skin immediately following the birth thanks to a new initiative by maternity staff.

'Immediate skin-to-skin care' is a natural process that involves placing a newborn on the mother's chest directly after the birth. Previously, mothers in East Lancashire could not benefit as they were separated from their babies following a caesarean birth.

Immediate skin-to-skin contact offers many benefits including an increase in breastfeeding initiation, decreased time to the first breastfeed, increased bonding and stronger maternal satisfaction.



Trust Chooses Cerner as Preferred EPR Supplier

We've chosen global health information technology leader Cerner as its Preferred Supplier for a new clinical information system that will help to improve the quality, safety and efficiency of patient care.

The system, commonly known as 'Electronic Patient Record' (EPR), is intelligent software which brings each patient's key clinical and administrative data together in one place.

Among the many patient benefits achieved by NHS Trusts already using Cerner Millennium include improved decision making for clinicians, less time spent searching for information and waiting for paper records, improved patient safety and faster commencement of treatment plans.

Respiratory Assessment Unit: A Breath of Fresh Air

After months of planning and preparation, we opened its new Respiratory Assessment Unit (RAU) at the Royal Blackburn Teaching Hospital.

The RAU treats patients from the age of 18 upwards, with a range of respiratory conditions including COPD, asthma and pneumonia. Managed by a team of specialist respiratory nurses, the RAU focuses on assessing, stabilising and treating patients who require hospital treatment, but can be discharged home the same day.

Patients are referred to the unit via the Emergency Department, Urgent Care Centres and Acute Medical Units. Patients will also transfer from inpatient wards or be referred from their GP.



Best ever Staff Survey results

ELHT received a strong endorsement as a place to work by achieving its best ever results in the annual NHS National Staff Survey...for the second year in a row.

More than 3,300 staff filled in the survey with the Trust rated highly for having motivated and engaged, 92 per cent benefitting from their annual work performance appraisal, and 80 per cent believing patient care is the Trust's top priority.

Other questions in which ELHT scored in the top 20 per cent of all NHS Trusts in England were:

- Staff satisfaction with the quality of work and care they are able to deliver
- Staff satisfaction with resources and support
- Effective use of patient / service user feedback
- Low percentage of staff experiencing harassment, bullying or abuse in last 12 months
- Staff able to contribute to work improvements

ELHT was in the highest (best) 20% of Acute Trusts across the country in 16 of the Survey's 32 key findings



Placenta Clinic significantly reduces stillbirths

A lifesaving initiative by ELHT medical staff achieved a remarkable 20 per cent reduction in stillbirths....in just one year!

Consultant Obstetrician Mr Martin Maher and his colleagues at the Lancashire Women and Newborn Centre established the Placenta Clinic in January 2017 to reduce stillbirths by detecting and managing fetal growth restrictions (FGR) caused by problems with the placenta.

And a recent audit has shown the stillbirth rate at the Trust is at its lowest level for years and the Trust's detection rate for fetal growth restriction has increased from around 50 to 98 per cent.



More organ donors

Our organ donation welcome a significant increase in the number of donations which give 'the gift of life' to more people in need of a transplant.

Between April 2017 and March 2018, 14 patients at the Royal Blackburn Teaching Hospital donated organs following death which made possible 42 organ transplants. The latest organ donation statistics represent a 43 per cent increase from the previous year.

Nationally, a record number of people in the UK have donated their organs after they died, according to NHS Blood and Transplant. Latest figures for the end of the financial year show there were 1,575 deceased donors during 2017/18, an 11 per cent increase on the previous financial year.



£1 Million Charity Appeal launched

Our official charity ELHT&Me launched an ambitious £1 Million Appeal in February and encouraging local businesses, institutions and individuals to support it.

As the NHS celebrates its 70th birthday this year, the £1 Million Appeal is raising much-needed funds to make more improvements in seven carefully selected areas:

- Children and babies health
- Supporting cancer patients
- Improving equipment
- Women's health
- Men's health
- Making patient areas more friendly, and
- Improving the patient experience.



Staff Breastfeeding Champions

Seven staff volunteered to become Staff Breastfeeding Champions and support colleagues returning to work after maternity in their efforts to continue breastfeeding.

Since March 2018, Katy Beck, Donna Butler, Lucy Coulson, Elizabeth Devey, Sue Henry, Dr Ruth Smith and Matron Tracy Thompson have been using their knowledge, training and experience to encourage ELHT mums – including new recruits - to breastfeed their newborns for at least six months or longer if they wish.

Having received specialist training in breastfeeding support, Staff Breastfeeding Champions will offer guidance and support so mothers feel empowered to continue breastfeeding, through the good days and through any difficulties.

Green Light for Phase 8 Development

In March, we were delighted to announce approval for further major investment at Burnley General Teaching Hospital.

Construction of the new £15.6 million development – facing the hospital's Casterton Avenue entrance and known officially as 'Phase 8' – began the same month. The new building will boast a state of the art ophthalmology centre, outpatients department and maxillo facial facilities.

Construction partner IHP-Vinci is commissioned to handover the new facilities by October 2019.



England's #1 Flu Fighters

Our Occupational Health and Wellbeing nursing staff vaccinated more staff against flu than any other acute NHS Trust in England.

Staff showed real patient safety commitment by backing the campaign. An outstanding 92.3% of staff chose to receive the vaccination, giving ELHT the highest uptake rate ever; ranking them the top Acute NHS Trust in the country.

To encourage staff to be vaccinated, we promoted a successful campaign asking them to be 'Flu Fighters'. The campaign dispelled the myths about the flu vaccine and promoted the reasons staff should be vaccinated. The Occupational Health Team worked hard and carried out dozens of 'flu drop in sessions' where staff could get the vaccine, and a 'Flu Line' for staff to book a time and location convenient to them, giving all 8,000+ staff, including night workers, the opportunity to receive their jab.



Trusts Support for Armed Forces

ELHT continues to show its commitment to ex-military staff by signing the Armed Forces Covenant.

Championed by Armed Forces veteran and Health & Safety Advisor Alan Jones, the Covenant pledges that those who currently or previously served in the Armed Forces, and their families, will be treated fairly and respectfully in the workplace.

At least 18 Trust staff presently serve in the Reserve Forces and a large number of veterans also work at the Trust.



Award Wins Galore

- GRASP Research Team collect the 'Best Debut' prize at the Greater Manchester Clinical Research Awards
- Zahira Koreja, Advanced Nurse Practitioner was named 'Psoriasis Nurse of the Year' by the British Dermatological Nursing Group
- Keelie Barrett, Maternity Support Worker wins the Members' Champion Award at the Royal College of Midwifery Annual Awards
- Royal Blackburn Teaching Hospital received the 'Food for Life' Bronze Award from the Soil Association
- Security and facilities staff triumphed in the 'Hospital Security' category at the Health Business Awards



Primrose Chemotherapy Unit Opens

East Lancashire's new £750,000 chemotherapy and breast care facilities at Burnley General Teaching Hospital were officially opened by Chairman Professor Eileen Fairhurst who in January 2018.

The new Primrose Chemotherapy Suite and East Lancashire Breast Clinic are far more spacious than previous facilities, enabling staff to create a calming, relaxed atmosphere enhanced by natural light with views to Pendle Hill.

Partially paid for by £116,000 in public donations following a hugely successful fundraising campaign organised by Rosemere Cancer Foundation, the integrated facility means patients are able to have screening, consultations and any chemotherapy, all within the same area.



1,041

Inpatient
Beds

3

Birth
Centres

6,935

Births

750,000+

Patients treated
or cared for



OUR FUTURE

Over the next five years, we will see closer integration with providers of health and care across Pennine Lancashire through the Pennine Lancashire Transformation programmes, and across all of Lancashire as part of the Lancashire and South Cumbria Sustainability and Transformation Plan (STP). We will seek a greater role in the provision of prevention of illness, in primary care, and in regional specialist work.

Across the Pennine Lancashire Local Delivery Plan (LDP) area, we will integrate more closely with providers in the primary, community, voluntary and third sectors. We will undertake co-design with Commissioners, creating an 'accountable care system' in Pennine Lancashire. Clinicians of the Trust will increasingly work with their professional colleagues from other providers to form Lancashire-based sustainable networks 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;
- Financial Performance: financial and business controls that aid the delivery of cost effective services;
- Organisational Excellence: delivery of operational processes, pathways and services that are underpinned by technology that are both productive and efficient; and
- Workforce Excellence: Creation of a transformational approach to workforce development and organisational design that addresses current and future needs of service provision.

We will achieve greater efficiencies, 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.

We will continue to improve care in our Trust and community, increasing access to all relevant services, seven days a week, reducing avoidable mortality and improving patient experience.



FEEDBACK

We hope you have found this annual review interesting and informative. We welcome your comments and feedback, particularly if you feel it could be improved in any way. Is there any other information you think should be included?

Please contact us via email or write to us using the information below:

feedback@elht.nhs.uk

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formats and languages on request.

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