



Blackpool Teaching Hospitals



NHS Foundation Trust



# Our Year

Annual Report Summary: **2015/16**



People Centred

Positive

Compassion

Excellence

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# Welcome

The year 2015/16 has been another challenging but successful period for the Trust.

We would like to thank all our staff for their hard work. They are committed to providing safe, high quality care to all of our patients within our hospital and community settings. We are delighted to highlight the excellent progress we have made over the past 12 months in ensuring our patients receive the highest quality care possible.

Our services are constantly changing and improving to meet the needs of the local health economy and community and we have introduced new initiatives to improve the quality of care and patient experience.

This annual summary highlights the work we have been doing over the past 12 months whilst also setting out our key priorities for the next year 2016/17. We aim to be responsive to patients' needs and will continue to listen to patients, staff, stakeholders, partners and Foundation Trust members. Your views are extremely important to us.

We are pleased that Governors and other local stakeholders have played a part in shaping our priorities for the future. They have shared their ideas and comments so that we can continue to improve the quality of care and patient experience.



Wendy Swift



Ian Johnson

## Wendy Swift

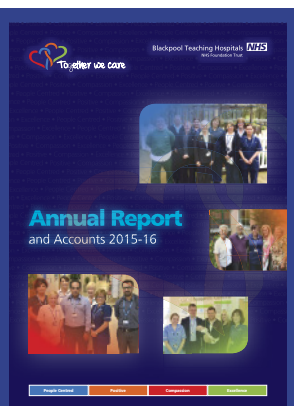
CHIEF EXECUTIVE (INTERIM)

## Ian Johnson

CHAIRMAN

If you would like to see a copy of the Trust's full Annual Report and Accounts and Quality Accounts for 2015/16 please see the following:

- Our website at [www.bfwh.nhs.uk](http://www.bfwh.nhs.uk)
- Call us on 01253 956673



Keep updated on the Trust's latest news:

- Follow us on [Twitter @BlackpoolHosp](https://twitter.com/BlackpoolHosp)
- Like our page at [www.facebook.com/BlackpoolHospitals](https://www.facebook.com/BlackpoolHospitals)
- Visit [www.youtube.com/BFWHospitals](https://www.youtube.com/BFWHospitals)



## Annual Members Meeting

The Trust will hold its Annual Members Meeting on Thursday, September 29, 2016, at 4.00 pm in the Main Hall, Lowther Pavilion, Lowther Terrace, Lytham, FY8 5QQ. Please contact Judith Oates on 01253 956 856 or email: [judith.oates@bfwhospitals.nhs.uk](mailto:judith.oates@bfwhospitals.nhs.uk).



# Highlights of 2015/16

## Trust recognised for reliable service

Patients can be assured they are receiving reliable and trustworthy health and social care information as the Trust achieved a national quality standard. The Trust has been accredited as a quality provider of health and social information by The Information Standard, which is a quality certification scheme for health and social care information. The Information Standard is an accreditation programme available to all organisations producing evidence-based health and care information for the public.



Trust's End of Life team won the award at the annual Patient Safety Awards at the International Convention Centre (ICC) in Birmingham. Team members have worked tirelessly over the last six years to completely transform End of Life Care for patients and their relatives.

## Trust earns North West award for excellence in research

A research panel leader from the Trust won a North West research award for her Outstanding Contribution to Patient and Public Involvement (PPI). May Griffiths from Blackpool won her award at the North West Coast Research and Innovation Awards.



## Children's Diabetes Team wins national award

A Trust team working with children with diabetes won a coveted national award. The North West team, led by diabetes specialists from Blackpool Victoria Hospital, won The Nursing Standard magazine's 'Excellence in Diabetes Specialist Nursing Award'. Representatives from the team developed a new way of improving life for children with diabetes.



## New Extensive Care Service is launched

The Trust launched the new Extensive Care Service in partnership with other NHS organisations. One of many patients to benefit from the new service was ex-sportsman, Colin Davenport, who had been suffering from breathing difficulties. Thanks to the Extensive Care Service, the retired corporal has the help of a dedicated team to manage his health conditions on a daily basis.



## National end of life honour for team

A coveted national award for End of Life Care was won by the team from Blackpool Teaching Hospitals NHS Foundation Trust. The



## Nutrition and Hydration Week success



The Trust's Nutrition and Hydration Week was a great success with patients and staff. Members of staff soaked a manager in the stocks to raise money for the Trust charity as part of a national awareness week. Nigel Fort, Associate Director for Facilities for the Trust, volunteered to go in the 'stocks' at Blackpool Victoria Hospital's staff and visitors' restaurant to raise charity funds.

## Queen's Nurse Award joy

Adult and Long Term Conditions Division's Michaela Toms was given a Queen's Nurse Award. The Extensive Care Advanced Practitioner Lead, based at Lytham Primary Care Centre, was sponsored for the award by her manager at the Trust who submitted supporting statements along with some of her patients.



## Think! Why A&E? campaign

The Trust continued to urge Fylde coast residents to think carefully before heading to the Emergency Department at Blackpool Victoria Hospital through the Think! Why A&E? campaign. Residents were reminded of the importance of knowing the alternatives as the hospital continues to deal with a high demand for services.



## Trust hosts 'Cancer Listening Event'

Cancer patients from the Fylde coast gave their views at a special event to help plan the future of cancer services. The 'Cancer Patient and Carers Listening Event' in Blackpool was the first of its kind in the North West and organisers said the response from patients and carers was overwhelmingly positive. Organised by Blackpool Teaching Hospitals, Macmillan Cancer Support and Clinical Commissioning Groups (CCGs) from Blackpool and Fylde and Wyre, the 'open space event' took place at The Hilton Hotel in Blackpool.



## Snowdrop Gathering comforts bereaved parents

Bereaved families who have lost a child were invited to a special event at Lytham Hall.

The fourteenth annual Snowdrop Gathering has specially chosen music and poems followed by a candle ceremony to help parents, carers and siblings feel less alone with their grief.



## Pressure ulcer awareness event

The issue of pressure ulcers was the subject of an awareness raising event at Blackpool Victoria Hospital. More than 70 members of Trust staff attended the event in the lecture theatre in the hospital's Education Centre. Speakers included a dietician, members of the end of life team, specialist nurses and the Trust's solicitor.





# Our Services

The Trust offers a full range of hospital and community-based health services including adult and children's services, health visiting, community nursing, sexual health services, family planning and palliative care. The Trust also provides tertiary cardiac and haematology services.

On the Fylde coast the Trust provides a range of acute services to the population of 330,000 as well as to an estimated 11 million visitors to the resort of Blackpool. Since 2012, the Trust also provides a wide range of community health services to the 440,000 residents of Blackpool, Fylde, Wyre and North Lancashire.

The Trust employs 6,940 staff, had a turnover in excess of £383m in 2015/16 and had 896 beds.

The Trust's main activities are:

- Cardiovascular care at our acclaimed Lancashire Cardiac Centre at Blackpool Victoria Hospital
- Emergency Department at Blackpool Victoria Hospital
- Community midwifery and women and children's services
- Clinical research with an 80-strong team of nurses and doctors



- Community nursing services
- Recovery and rehabilitation for a variety of conditions including brain injury, stroke and elderly care
- Sexual health and family planning services
- Wellbeing and lifestyle including mental health services, heart health campaigns and alcohol liaison nurses
- End of life and palliative care

## How to access our services

If you need to access any of our services please consult your GP who will be able to direct you to the appropriate department. You can self-refer to some of our services. To find out more go to our website at [www.bfwh.nhs.uk](http://www.bfwh.nhs.uk)



# Our Safety and Quality Priorities

The Trust is committed to patient safety and the delivery of high quality care and recognises the need for a robust governance framework to be in place to support staff to deliver safe and effective care.



The Quality Committee has overseen the development of a new three year Quality Strategy which sets out our ambition for the next three years to provide the best patient care that is informed, timely and safe.

This three year strategy centres around the implementation of effective interventions to ensure care is safe and provides as positive an experience for our patients as possible. The purpose of the strategy is to support the delivery of the organisation's vision, values, quality goals and strategic objectives.

The strategy supports the Trust's overall strategy by identifying and prioritising delivery of specified key improvements in three quality and safety domains 'informed', 'timely' and 'safe'.

The Quality Strategy supports the Trust to provide compliance against the care standards set by the CQC who carried out an announced follow-up inspection to Maternity Services to review progress against

the 'inadequate' rating (April 2014). The CQC also reviewed our Accident and Emergency services.

To facilitate the development of safety and quality initiatives, we continue to review and monitor the implementation

of NICE guidance standards and National Confidential Enquiry reports to ensure ongoing learning and development is implemented to promote safe care within best practice guidelines. This is monitored through the Quality Committee and assurance is provided through this Committee to the Board on compliance with national standards and guidance.

To ensure clinical governance and patient safety is embedded within the Divisions of the Trust there is a nominated Senior Lead Nurse who is supported by a Quality Manager to oversee governance arrangements and compliance of agreed standards both set locally and externally by the CQC, the National Institute for Clinical Effectiveness (NICE) and Monitor.





# Our Performance

We have already begun to change some models of care on the Fylde coast, particularly those that are centred around frail elderly patients with multiple, long term conditions. Similarly, as a provider of community services to the population of Lancashire North Clinical Commissioning Group, we have worked with colleagues in the Morecambe Bay region to develop Better Care Together, a plan to

reshape various aspects of our service provision. We have received national recognition for this work in both the aforementioned geographic footprints, being selected as Vanguard sites. This means that we have the responsibility of leading the way in the design and development of new services, providing feedback to the national team on the benefits to patients and associated improvements in clinical outcomes.



During 2015/16, Monitor (the regulator of Foundation Trusts) asked all Foundation Trusts to describe their long term sustainability, given the challenges that individual Trusts and the wider NHS are facing. In response to this, the Trust has worked with partner organisations to undertake an in depth strategic review across all aspects of its care provision. This has been led by senior clinicians from across the Trust.

## Our Finances

The Trust had planned a deficit of £11.3m as part of the Annual Planning process for 2015/16. At the end of month 5, the Trust reported a material change to the original projections and therefore the Trust developed and submitted a revised reforecast of £14.2m.

Table 1 above compares performance against the 2015/16 reforecast.

### Comparison of the 2015/16 actual performance to the 2015/16 re-forecast.

	Reforecast £'m	Actuals £'m	Variance £'m
Total income	382.5	382.8	0.3
Expenses	(385.6)	(386.7)	(1.1)
EBITDA*	(3.1)	(3.9)	(0.8)
Depreciation	(6.6)	(6.5)	0.1
Dividend**	(3.4)	(3.1)	0.3
Loss on Revaluation	0	(2.4)	(2.4)
Interest income	0.1	0.1	0
Interest expense	(1.2)	(1.2)	0
<b>Deficit</b>	<b>(14.2)</b>	<b>(17.0)</b>	<b>(2.8)</b>

\* Earnings before interest, tax, depreciation, impairment and loss on asset disposal and amortisation.

\*\* Public Dividend Capital

Before the reporting of exceptional items the Trust reported a deficit of £14.6m for the year. After taking into account a net loss on the revaluation of assets of £2.4m, the deficit is £17.0m for the year. The Trust has had a revaluation of its assets in March 2016 which has resulted in an upward valuation of previously impaired assets of £0.8m (2014/15: £0.5m) as a result of a change in indices.

Full details of the Trust's financial performance are set out in the accounts for 1st April 2015 to 31st March 2016.







# Feedback from our Patients, Carers and the Community

The Trust's quality goals remain focused on the provision of safe and high quality care and continue to build on the goals set out in 2014/15.

The review of quality performance against these goals is measured through patient and carer feedback which supports the key quality goal 'Patients and Carers to be 100% involved in decisions about their care'

## Listening to Service Users

In the last 12 months the Trust has continued to engage with our patients to appreciate, understand and acknowledge them as being the experts in their own care experiences. The Patient Experience Team has fostered positive relations with statutory and non-statutory external organisations to influence improvements within the Trust and also develop relations between our clinical teams and voluntary organisations. Patient Experience has the aspiration that our patients feel that they have a voice, are listened to and that changes are made when needed.

We aim to show continued real improvements in our customer care by identifying areas for development and being courageous in exposing these areas to detailed analysis and supportive measures to make authentic changes.

We have seen a 23.93% increase in the patient feedback the Trust receives; this has been through





promotion of the ways people can contact us including the award winning 'Tell Us' Campaign, the patient opinion website, the Trust's website and social media sites like Twitter and Facebook. The relationship we have with external advocacy agencies, such as Healthwatch Blackpool and Healthwatch Lancashire has also continued to flourish and the feedback received used to make real improvements.

Through our Listeners and Patient Panel we have an information source that is both rich and unique. It also complements the feedback we receive from our Local and National Inpatient Survey, and our Bereavement Survey. It also allows us to be responsive and provide bespoke questionnaires as required.

## NHS Friends and Family Test (FFT)

One of the standard index measures that we are compared with is the percentage of our patients who would recommend us to their friends and family. The FFT is now available Trust wide for our patients and carers to give us their valuable feedback. Between April 2015 and March 2016 we have had responses from 49,502 patients. The vast majority, 95% of those responding, said they would be either 'likely' or 'extremely likely' to recommend us and their additional comments have been overwhelmingly positive.

In the next 12 months we plan to improve how we use the free text comments, to ensure that each area is using and learning from the comments our patients make. Patient Experience Team plans to identify response indicators for each area that are indicative of the eligible patients so that there can be a better focus on improving the 'likely to recommend' responses.

## Sharing our Patients' Voices

Our patient stories are valuable tools that we can learn about our patients' experiences. During the past 12 months we have continued to promote these within clinical areas, develop the format they are told in and how we use the stories heard. Patient Experience has also linked other feedback mechanisms into these and positively confronted teams with these voices to help the understanding of our patients' journeys.

## Compliments

Compliments help us to improve staff morale and ultimately lead to a better patient experience as they allow us to develop good practice and improve the quality of care. During 2015/16, we obtained positive feedback regularly via cards, verbal thank yous and tokens of appreciation from patients and their families. In addition, to the compliments recorded we received 263 written thank you letters in 2015/16.



# Our People

Our aim is to create a great and safe place to work for our staff.

In order to meet the new challenges and opportunities ahead it is vital that we have the right people, in the right jobs with the right skills at the right time.

The Trust has the following values:

- People-centred – serving people is the focus of everything we do.
- Excellence – continually striving to provide the best care possible.
- Compassion – always demonstrating we care.
- Positive – having a 'can do' response whatever the situation.

One of our key challenges is the recruitment and retention of medical and nursing staff. This reflects current regional and national difficulties in nursing recruitment and in a number of specialties for medical staff.

## Our Board of Directors

Our Board of Directors comprises eight Non-Executive Directors (including the Chairman) and six Executive Directors (including the Chief Executive, interim). Each director has a shared and equal responsibility for the corporate affairs of the Trust in strategic terms and for promoting the success of the Trust. As a self-governing Foundation Trust, the Board of Directors has ultimate responsibility for the management of the Trust but is accountable for its stewardship to the Trust's Council of Governors and Foundation Trust Members. In addition, the Trust's performance is scrutinised by Monitor and the Care Quality Commission.

## Our Governors

Our Council of Governors comprises a total of 34 Governors, including 18 Public Governors (elected from the constituencies of Blackpool, Fylde, Wyre, Lancashire, South Cumbria and the North of England), six Staff Governors (elected from the staff groups of Medical & Dental, Nursing,



Midwifery, Clinical Support, Non-Clinical Support and Community Health Services) and 10 Appointed Governors (from a range of key stakeholder organisations).

## Our Members

The Trust currently has a membership base of 5,398 people and we always welcome more. All members of the public who are aged 12 or over and who live within the boundaries of Blackpool, Fylde and Wyre Borough

Councils, or the wider catchment area of Lancashire and South Cumbria for which we provide tertiary cardiac and haematology services, are

eligible to become members. Other members of the public who do not fall into these categories, either due to age or place of residence, are eligible to become affiliate members of the Trust. We also have staff members.



## Would you like to become a member?

To join us today or for more information, please contact Jacinta Gaynor, Membership and Governors Officer, on 01253 956673, email [Jacinta.gaynor@bfwhospitals.nhs.uk](mailto:Jacinta.gaynor@bfwhospitals.nhs.uk)

# Our Strategy for 2020

The Trust, along with the wider NHS, is facing significant challenges in the years ahead – an ageing population; increasing numbers of people living with complex, long-term health and social care needs; rising expectations about quality of life and the range of services that are provided; and increasing costs of providing care for our patients.

Nationally, NHS England has set out its expectations for the future of the NHS through the publication of the Five Year Forward View. This describes a number of ambitions around changes to the way in which care is provided, all of which aim to reduce unnecessary admissions to hospital and improve the coordination of care for patients who have multiple, complex health and social care needs.

The Trust's aim is to embrace these challenges, seeing them as a real opportunity to reshape the way in which healthcare services are provided to our patients, with care and treatments that are better designed to meet the needs of individuals and their families.

We have already begun to change some models of care on the Fylde coast, particularly those that are centred around frail elderly patients with multiple



long term conditions. Similarly, as a provider of community services to the population of Lancashire North Clinical Commissioning Group, we have worked with colleagues in the Morecambe Bay area to develop a plan to reshape various ways services are provided. We have received national recognition for this work in both geographic footprints, being selected as Vanguard sites – this means that we have the responsibility of leading the way in the design and development of new services, providing feedback to the national team on the benefits to patients and associated improvements in clinical outcomes.

During 2015/16, Monitor (the regulator of Foundation Trusts) has asked all Foundation Trusts to describe their long term sustainability, given the challenges that individual Trusts and the wider NHS are facing. In response to this, the Trust has worked with partner organisations to undertake an in-depth strategic review across all aspects of its care provision. This has been led by senior clinicians from across the Trust.





# Our Five Year Strategy - At a Glance

## Why do we need a new strategy?

We want to make sure we are in a strong position to meet the challenges we face from a number of perspectives covering national, regional and local health and care services and the financial pressures facing the NHS.

## What do we need to know?

Our clinically led strategic review has helped the Trust to define its vision for 2020

## Our Vision

“As a high performing Trust, operating as part of an integrated care system, we will provide high quality, safe and effective care. This will be achieved in a financially sustainable way, through our skilled and motivated workforce.”

## Our Values

This will be delivered through seven work programmes, some of which will require us to change in line with our values.

### PEOPLE CENTRED

Serving people is the focus of everything we do.

### POSITIVE

Having a can do response whatever the situation.

### COMPASSION


Always demonstrating we care.

### EXCELLENCE

Continually striving to provide the best care possible.

## Our Work Programmes

 **Efficiency**  
Reducing length of stay to deliver high quality care affordably

 **Quality**  
Consistency in care provision to deliver high quality care to all patients

 **Value**  
Getting most value from all of our resources

 **Appropriate**  
Transforming non-elective points of entry into the healthcare system

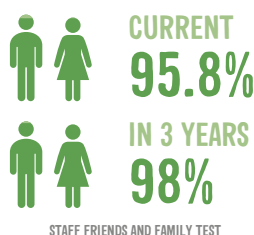
 **Partnerships**  
Working as part of the local health economy to develop new, integrated models of care

 **Collaboration**  
Working as part of a Lancashire-wide redesign team to develop new models of care

 **Enabling**  
Putting in place enablers such as improved use of information technology, making good use of our estate and enhancing our communications

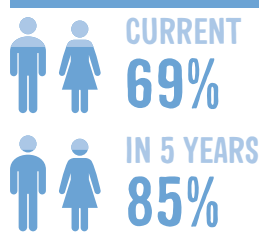
## Our Ambitions

### IMPROVING PATIENT EXPERIENCE



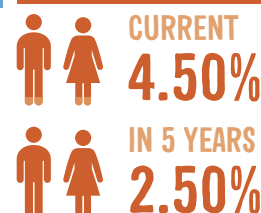
STAFF FRIENDS AND FAMILY TEST

### IMPROVING STAFF SATISFACTION



STAFF FRIENDS AND FAMILY TEST

### REDUCING STAFF VACANCIES



### REDUCE MORTALITY



SHMI

### IMPROVING FINANCIAL SUSTAINABILITY



### REDUCING LENGTH OF STAY



[www.bfwh.nhs.uk/togetherwecan](http://www.bfwh.nhs.uk/togetherwecan)

#BTHtogether together@bfwhospitals.nhs.uk

Together we can...

# Communications, Fundraising and Voluntary Services

Our Communications Team champions the good work that goes on throughout the Trust by securing positive coverage within a wide spectrum of media and through its own publications including The Pulse, News Round, This Week, Health Matters and Your Hospitals and social media.

The Communications Team also organises events such as the Celebrating Success Awards to recognise excellence and innovation.



## Fundraising

Blue Skies Hospitals Fund is the only charity dedicated to enhancing patient care for Blackpool Teaching Hospitals NHS Foundation Trust. The charity is supported by Trust staff and members of the public, who help its work either by making a financial donation, helping to raise awareness, planning fundraising activities or providing gifts in kind. This support helps our charity to enhance the abilities of medical staff through education and training,

procure the latest medical equipment to diagnose patients rapidly and accurately, develop medical research breakthroughs and improve our patient environments. For more information please visit [www.bfwh.nhs.uk/blueskies](http://www.bfwh.nhs.uk/blueskies).



The Charity for Blackpool Teaching Hospitals  
Registered Charity Number 1051570

## Voluntary Services

The Voluntary Services team also works to enhance patient care throughout the organisation. It coordinates more than 400 volunteers who come into the Trust and donate their time to assist patients and visitors. Our volunteers help to ease the pressure on staff and we are extremely grateful for their support.





# Tell us what you think

We would be grateful if you would take the time to provide us with feedback on our services.

Please complete this form, tick all the relevant boxes, detach, fold in half and return to:  
Freeepost RRZB-RRAU-TGET, Communications Team, Home 15, Whinney Heys Road,  
Blackpool Victoria Hospital, Blackpool, Lancashire FY3 8NR.

Have you used our services in the past year? ☐ Yes ☐ No

What has been your experience of using our services?

☐ Excellent ☐ good ☐ fair ☐ poor ☐ very poor

Do you think our quality priorities focus on the right issues?

- ☐ Yes, definitely  
☐ Yes, for the most part  
☐ No, there are some things missing  
☐ No, they are not right at all

Have you any comments about how we can improve our services?

.....

.....

.....

Your contact details (optional)

Name:

.....

Address:

.....

.....

Postcode:

.....

Telephone:

Mobile:

.....

Email:

.....

Would you like a response to your comments? ☐ Yes ☐ No

Would you like to become a member of Blackpool Teaching Hospitals  
NHS Foundation Trust and keep up to date with all the latest news? ☐ Yes ☐ No

Would you be interested in standing for election as a Governor? ☐ Yes ☐ No

# Blackpool Teaching Hospitals NHS Foundation Trust in Numbers

3

HOSPITAL  
SITES

34

GOVERNORS

263

WRITTEN  
THANK YOU  
LETTERS

95%

OF PATIENTS SURVEYED  
in FFT would recommend the  
Trust to family and friends

896

HOSPITAL  
BEDS

5,398

PUBLIC  
MEMBERS

6,940

STAFF  
EMPLOYED

86,067

A&E  
ATTENDANCES

103,206

DAY CASES &  
INPATIENT SPELLS

362,018

OUTPATIENT  
ATTENDANCES

Approx.  
330,000

POPULATION  
of Fylde Coast

Approx.  
440,000

POPULATION  
of Blackpool, Fylde, Wyre and  
North Lancashire

+1.2m

COMMUNITY  
CONTACTS

Approx.  
11m

VISITORS  
to Blackpool

+£383m

TURNOVER