



Positive • Compassion • Excellence • People Centred  
**Our Year**  
 Annual Report Summary: 2014-2015



People Centred

Positive

Compassion

Excellence

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# Welcome

It has been another challenging yet successful year for the Trust.

Our two main priorities remain quality of patient care and patient safety. These priorities are reflected in the Trust's core values of compassion, excellence, positivity and taking a people centred approach.

We have seen a reduction in mortality rates with the development in new clinical pathways and we are making further strides in the delivery of our Better Care Now programme. This programme is helping to reduce waiting times for treatment and aims to make sure we have the right clinical staff in the right clinical areas at the right time.

The Trust has implemented a major investment programme with the official opening of our new main entrance, multi-storey car park, Fylde Coast Birth Centre at Blackpool Victoria Hospital and the new Child Development Centre at Whitegate Drive.

Infection rates have continued to fall and we have seen significant reductions in pressure ulcers and patient falls.

The Trust has made an investment of £1 million in clinical staff with 174 qualified nurses, Midwives and Health Visitors and 293 Doctors and Dentists joining the organisation in either temporary or



Gary Doherty



Ian Johnson

permanent posts in the last financial year. The Doctors figure includes Doctors in training that the Trust employs.

We have been undertaking intensive work to deliver high quality care within the community and have developed a number of initiatives to provide care outside the hospital setting.

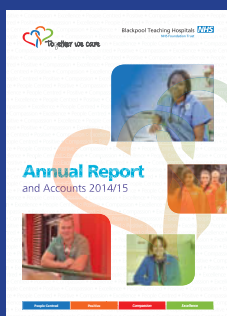
Looking forward to the year ahead, we intend to increase our efforts even further towards driving quality and safety improvements across the organisation. With the dedication of our staff and the continued support of our governors, members and volunteers, we can look forward to more great things throughout 2015 and 2016.

**Gary Doherty**  
Chief Executive

**Ian Johnson**  
Chairman

If you would like to see a copy of the Trust's full Annual Report, Accounts and Quality Accounts for 2014-2015 please see the following:

- Our website at [www.bfwh.nhs.uk](http://www.bfwh.nhs.uk)
- Call us on either 01253 300 000 or 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](http://www.youtube.com/BFWHospitals)



## Annual Members and Public Meeting

You are invited to join us for the Trust's Annual Members and Public Meeting on September 28th 2015 at 5.30pm at Blackpool Sixth Form College, Blackpool Old Road, Blackpool, FY3 7LR.

For further details please contact Judith Oates on 01253 956856 for more details.

# Highlights of 2014-2015

## Main entrance official opening

Dignitaries assembled for the official opening of Blackpool Victoria Hospital's new main entrance and car park on December 11. The then Parliamentary Under Secretary of State for Health, Dr Dan Poulter MP, praised the Trust for its £16.5m investment which he said supported frontline staff and improved patient experience.



## Birth Centre's first delivery

Little Rory Jebson was the first baby to be born at the Trust's new Fylde Coast Birth Centre at Blackpool Victoria Hospital. Rory was born on January 13 to the delight of his mum and dad, Gemma and James. The centre gives mums-to-be additional support for normal births in a home-from-home environment.



## Community services extended

We have done intensive work to deliver quality care within the community including an extended intravenous (IV) therapy service. The COMMIT (Community/Home IV Therapy) service has continued to go from strength to strength over the past 12 months and has helped patients receive treatment either in a clinic or in their own home, saving more than 2,900 bed days for the hospital.



## Successful year for research team

We were involved in conducting 182 clinical research studies during 2014/15. The number of patients recruited for research projects was 1,323 and the research department led several successful awareness campaigns.



## Trust is Best Place to Work

The Trust was recognised as one of the top healthcare organisations to work for after being named in the Health Service Journal's Best Places to Work list which is compiled in partnership with NHS Employers and features the top 100 NHS workplaces across all acute, mental health and primary care sectors.



## Record number of entries for awards

The Trust had a record number of entries for its annual Celebrating Success Awards. More than 300 entries were received in praise of members of staff who had gone above and beyond the call of duty.





## Enhanced Recovery Pathways

Further work has been undertaken in 2014/15 to embed the Enhanced Recovery Pathways. The Trust has demonstrated through patient satisfaction surveys and focus groups that patients' feelings of involvement have increased and their experience has been enhanced. Future pathways are under development including elective hip and knee replacement pathways.



## Memory Corridor opens

The UK's largest hospital memory corridor was officially opened by Jimmy Armfield, CBE, at Blackpool Victoria Hospital on May 23.

Designed to be a major boost for the hospital's dementia patients, the 72-metre stretch of corridor incorporates a series of memory-triggering scenes, smells and sounds. The corridor was funded by the Trust's charity Blue Skies Hospitals Fund.



## Plan of Care for the Dying Person

A new individualised Plan of Care for the Dying Person was launched in September by the Trust.

The plan was created to replace the Liverpool Care Pathway. A new End of Life website for the public and an intranet site

where staff can access the most up-to-date training and advice were also launched.



## Better Start funding joy

Blackpool was chosen as one of only five locations in the UK to receive Big Lottery Funding of £45m to help give babies a better start in life. The successful bid was made by the Blackpool Better Start partnership in conjunction with Blackpool Council, the NSPCC, the Trust, parents, community groups and many other organisations.



## 'Tell Us' campaign award

A campaign that saw patient feedback in local hospitals increase by 40 per cent, won a prestigious national award. The 'Tell Us' campaign, developed by the Trust's Patient Experience

Team, scooped the Association for Healthcare Communications and Marketing (AHCM) award for Best Engagement or Consultation.



## New staff magazine launched

In January of 2015 the Trust launched a new magazine – The Pulse. The magazine celebrates and promotes the achievements of members of staff and the Trust as a whole. So far it has featured many stories of courage, ingenuity and compassion.



# Our services

The Trust offers a full range of hospital services and community health services including adult and children's services, health visiting, community nursing, sexual health services, family planning, stop smoking services 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 340,000 as well as to the estimated 11 million visitors to the resort of Blackpool. Since 2012, the Trust also provides a wide range of community health services to the 500,000 residents of Blackpool, Fylde, Wyre and North Lancashire.

The Trust employs 6,662 staff, had a turnover in excess of £370m in 2014/15 and has approximately 900 beds. Between April 1 2014 and March 31 2015 we treated 100,662 day cases and inpatients (elective and non-elective), 329,257 outpatients and had 83,303 A&E attendances. The total number of community contacts was 1,228,494.



## The Trust's main activities are:

- Cardiovascular care at our acclaimed Cardiac Centre.
- Accident and Emergency 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 and school nursing.
- 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 smoking cessation services.
- 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.

We recognise the need for a robust governance framework to be in place to support staff to deliver safe and effective care. We continue to review and monitor the implementation of NICE (National Institute for Clinical Excellence) guidance standards and National Confidential Enquiry reports to make sure that ongoing learning is implemented. Our staff are committed to putting safety first, to continually learn and to be open and honest. Staff members are supported and trained to embrace our safety culture.

Between April 2014 and January 2015, 95.5% of our patients received harm free care.

The Trust has identified that its key focus of safety will cover the following areas:

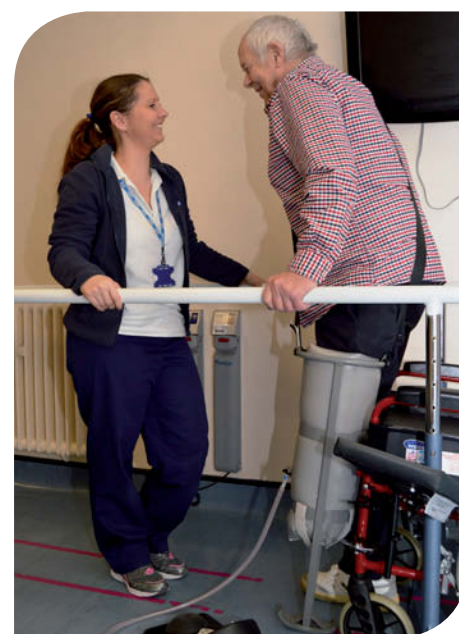
- Falls
- Pressure Ulcers
- Clinical Pathways
- Care of the deteriorating patient

The Trust was one of the first of eight trusts to sign up to be a member of the 'Open and Honest Care: Driving Improvement' programme and this year has played a key role in working with NHS England and partner Trusts to support the development and implementation of the Maternity Open and Honest Care programme, becoming the first Trust to publish the report in September.

We are also participating in the NHS' national Sign Up To Safety (SUSTS) Campaign. The aim of the programme is to reduce avoidable harm by half and save 6,000 lives over the next three years and to sustain the improvement over the following three years.

Our Care Home Support Teams and Community Special Needs Teams seek feedback and act to improve care for patients in the community.

The Trust has a robust suite of emergency planning documents including major incident, business continuity, pandemic influenza and decontamination plans, which have been reviewed in 2014/15.



# Learning lessons

The Trust aims to ensure that we provide the best possible treatment and outcomes for each and every patient and that everyone accessing our services feels welcomed, listened to and valued by our staff.

We value feedback and use it to monitor and improve services. If our standards are not achieved, the matter is investigated as a Serious Untoward Incident (SUI) and we use the findings to make sure lessons are learned.



## Tackling issues

There are many health challenges facing Blackpool, Fylde, Wyre, North Lancashire and South Cumbria. Reduced life expectancy is the major health inequality, particularly in Blackpool. We are tackling this by:

- Secondary prevention for cardiovascular disease (CVD) events and improving diabetes management.
- Treating CVD risk among Chronic Obstructive Pulmonary Disease (COPD) patients.
- Reducing smoking in pregnancy, reducing harmful alcohol consumption and providing stop smoking interventions.
- Providing 'flu vaccination for people with existing health conditions and the elderly.



## Acting on feedback

- We use a tool called 'You Said, We Did' which enables us to act on patients' concerns.
- Our 'Tell Us' campaign has helped us to gather patient opinions and make many positive changes (please page 10).
- Our Executive Directors carry out adhoc Patient Safety Walkabouts on a regular basis.
- We have Shared Decision Making initiatives within our Maternity Services and Heart Failure Team.



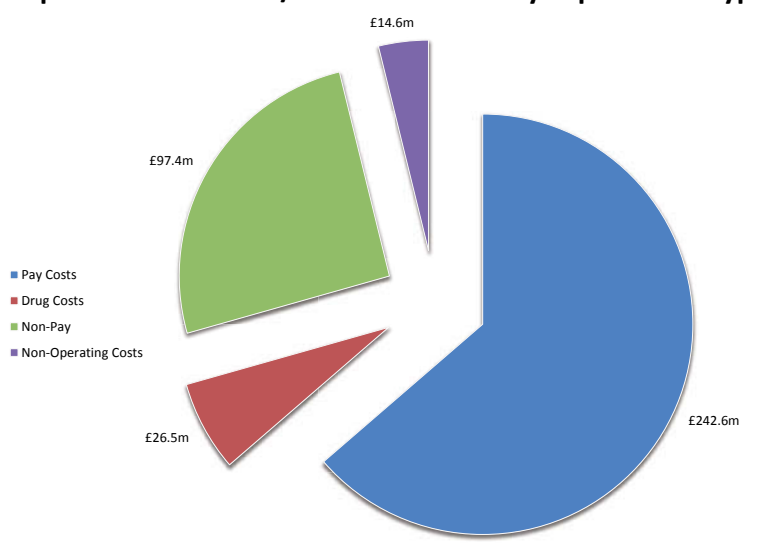


# Our performance

Despite being an extremely busy and challenging year, the Trust has strived to achieve national and local performance targets and standards, and has delivered on a number of strategic development initiatives.

- Savings of £20.3m were achieved through our Cost Improvement Programme (CIP) for 2014/15. The savings were made through delivery of schemes which had productivity and efficiency opportunities.
- The Care Quality Commission published its quality report on the Trust following an announced inspection visit, a review of information from their 'Intelligent Monitoring' system and information given to them by patients, the public and other organisations. The inspection team highlighted that patient care in the hospital was recognised as being good and that staff were praised by many who used the service.
- The CQC recognised a number of areas as requiring actions to further improve services. A Trust action plan has been formulated to make the improvements. The progress of this action plan is being monitored by commissioners, the CQC and by Monitor.

**Expenditure for 2014/15 broken down by expenditure type**



## Our finances

The Trust achieved savings of £20.3m with its Cost Improvement Programme (CIP) for 2014/15. The success of this achievement was through delivery of schemes which had productivity and/or efficiency opportunities. A number of cross-divisional transformational CIP schemes were delivered and were supplemented with smaller, divisionally based schemes and transactional CIP schemes.

Recognising the financial challenges facing the Trust we had planned for a deficit. Our end of year position was that we did incur a deficit of £7.5m. However, ignoring exceptional items including asset revaluations the deficit was £4.1m which was financed through our existing cash holdings.



# Feedback from our patients and the community



Feedback from our patients and their friends, family members and carers is extremely valuable to us. Over the last 12 months there has been a 40% increase in patient feedback received by the Trust.

## Tell Us

Our Patient Experience team's 'Tell Us' campaign has enabled us to gather more opinions than ever before. Patients, relatives and carers can raise issues not only via traditional methods, but also through third party advocacy services or online avenues such as patient opinion, the Trust's website and social media sites like Twitter and Facebook. Throughout 2014/15 we have made excellent progress in collecting the views of patients and feeding this information back to clinical teams within 24 to 48 hours.

- Over the last 12 months we have implemented a centralised approach to complaints which enables staff to better manage negative patient experiences. With the Complaint Review Panel and clearer guidelines on how to handle a complaint at the point of origin or in a complaint investigation, there is now a real impetus of 'getting it right the first time – every time'.
- We use the national 'Friends and Family Test' as an initial feedback mechanism. This test is used for all over 16-year-olds who have been inpatients or those patients who attend our Emergency Department.
- We use the 'You Said, We Did' tool to highlight areas where patients have given us specific feedback so it is clear as to the specific actions we have taken to ensure the issue is resolved and the patients experience in our care is enhanced.
- 'The Listeners' are trained staff who go into patient care areas and ask individual patients a series of questions relating to their stay in that particular area. This information is fed back to the clinical teams so improvements can be made.





# Our People

The Trust's 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.

Our staff are asked to sign up to living our values which are:

- 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.

Key challenges for us during 2014/15 have been recruitment and retention of medical and nursing staff. We are committed to recruiting more staff and have strategies in place to enable us to recruit and retain as many staff as possible.

## Our Board of Directors

Our Board of Directors comprises eight Non-Executive Directors (including the Chairman) and seven Executive Directors (including the Chief Executive). 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. The Trust's performance is also 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 and South Cumbria and the North of England), six Staff Governors (elected from the staff groups of Medical & Dental, Nursing and Midwifery, Clinical Support, Non-Clinical Support and Community Health Services) and 10 Appointed Governors.

## Our Members

The Trust currently has a membership base of 5,433 people and we always welcome more. All members of the public who are aged 16 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 956 673, email [Jacinta.gaynor@bfwhospitals.nhs.uk](mailto:Jacinta.gaynor@bfwhospitals.nhs.uk).

# Together we care: Our strategy for 2020



The Trust's new motto - Together we care - and core values were launched in 2014/15. Together we care encompasses the Trust's vision for 2020 of improving the health and wellbeing of the population through partnership working with health and social care. Our focus is on ill-health prevention, management of long term conditions and timely access to treatment.

## Our vision:

Care will be safe, high quality and managed within available resources, provided in the most appropriate environment and to agreed clinical pathways.

The Trust's highly skilled and motivated workforce will be patient-centred, caring and compassionate, living the Trust's values every day.

## Our quality goals:

- All patients and carers involved in decisions about their care.
- Zero inappropriate admissions
- Zero harms.
- Zero delays.
- Compliance with standard pathway.

Blackpool Teaching Hospitals NHS Foundation Trust

## Our Values

<b>People Centred</b> Serving people is the focus of everything we do The Trust Person is... Always patient focused Always a team player Always honest Always striving to communicate effectively The Trust Manager is... Always equally patient and staff focused Always supporting effective teamwork Always honest Always striving to communicate visibly and effectively	<b>Compassion</b> Always demonstrating we care The Trust Person is... Always choosing empathy Always seeking to understand how others are feeling The Trust Manager is... Always choosing empathy for patients and staff Always seeking to understand how others are feeling
<b>Positive</b> Having a can do response whatever the situation The Trust Person is... Always staying positive to reassure patients Always reflecting about the impact of their own attitude and behaviour upon the service The Trust Manager is... Always staying positive to reassure staff and patients Always reflecting about the impact of their own attitude and behaviour upon the service and staff	<b>Excellence</b> Continually striving to provide the best care possible The Trust Person is... Always striving to be their best for patients and colleagues Always representing the efforts of others Always taking responsibility for their actions Always seeking out opportunities for improvement The Trust Manager is... Always striving to be their best for patients and staff Always representing the efforts of others Always taking responsibility for their actions Always seeking out opportunities for improvement

The Trust Way "Creating a Great and Safe Place to Work"





# Developing our services

## Five Year Strategic Plan

New models of care and redesigned services are being introduced within hospital and community settings to help reduce costs.

The Trust, along with the wider NHS, is facing significant challenges now and 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. The Trust's aim is to embrace these challenges, seeing them as a real opportunity to reshape the way in which we provide our services.



## Out of hospital care

During 2014/15, the Trust has been working in partnership with a wide range of stakeholders across commissioning, provider and third sector organisations to develop New Models of Care for patients across the Fylde coast, particularly those with multiple and complex health and social care needs. We have looked at care models that exist across the world which focus on the provision of integrated and coordinated care for patients with the highest needs. There are two models – 'Extensive Care' and 'Enhanced Primary Care' – which have been successful in improving quality, clinical outcomes and patient experience, and we have been working with our partners to localise these new models of care for trialling in the Fylde coast region during 2015/16.



## Hospital care

We understand that the majority of patients do not wish to be admitted to hospital unless it is really necessary. We also understand that sometimes treatment isn't joined up well enough across different aspects of care. As a provider of both acute and community services, our future plans aim to provide an holistic model of care that will support the most needy and frail patients closer to their home wherever possible. We will ensure that care for these patients who have multiple, complex health and social care needs is better coordinated.



# Communications, Fundraising and Voluntary Services



## Communicating with our staff and the public

Our Communications team continues to champion 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. In 2014/15 the Trust held its biggest ever internal communications survey. The key findings indicated that although the vast majority of staff, 97%, reported that the quality of information received was very good, good or satisfactory, that there were elements that could be improved upon. A number of changes have taken place as a result of the feedback with a new bi-monthly staff magazine launched called The Pulse

which is linked to the Trust's core values. The Communications team also organised events such as the Celebrating Success Awards to recognise excellence and innovation.

## Fundraising and Voluntary Services

The Fundraising and Voluntary Services team works to enhance patient care across the Trust, whether it's buying equipment which will help make people more comfortable while they are in hospital, or recruiting volunteers to direct patients and visitors around our sites and talking to them at their bedside. The team is in charge of overseeing the Trust charity, Blue Skies Hospitals Fund, which staff members and the public support on a regular basis, either in thanks for the care they or a loved one has received, or to help fundraise towards goods which will improve the patient experience. It also takes charge of more than 400 volunteers who come into the Trust, donating their time to assist patients and visitors while they are in our care as well as easing the pressures on our staff.





# 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:  
Freeport 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?

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Your contact details (optional)

Name:

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Address:

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Postcode:

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Telephone:

Mobile:

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Email:

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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

# Blackpool Teaching Hospitals NHS Foundation Trust in Numbers



The full Annual Report and Accounts and Quality Accounts for 2014-2015 can be found on the home page of the Trust website at [www.bfwhospitals.nhs.uk](http://www.bfwhospitals.nhs.uk)

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