

# Our Year



Annual Report **Summary** • 2017/18

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# Welcome

The year 2017/18 has been another challenging one for the Trust and we would like to thank all our dedicated staff, Governors and volunteers for all their hard work and commitment throughout the year.



Pearse Butler



Wendy Swift



Karen Crowshaw

We are now in the second year of our 2020 Vision, a five year strategy called "Together We Can...." We have been working closely with staff to embed the strategy into our every day practices so the key aims of improving patient and staff experience, reducing mortality rates and reducing length of stay are at the forefront of everything we do.

The Trust, along with the wider NHS, is facing challenges in the years ahead – an ageing population; increasing numbers of people living with complex, long-term health and social care needs and rising expectations that a wider range of health services can provide an enhanced quality of life, all this against a background of increasing costs of providing care for our patients.

Nationally, NHS England has set out its expectations for the future 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. We are delighted that our work with the Extensive Care programme on the Fylde coast and the Better Care Together partnership work in North Lancashire has seen some excellent results.

If you would like to see a copy of the Trust's full Annual Report and Accounts for 2017/18 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](http://www.youtube.com/BFWHospitals)

**Annual Members' Meeting, Thursday, July 5, 10.15am, Blackpool Victoria Hospital.**



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.

This annual summary will highlight some of the successes enjoyed by the Trust over the past 12 months.

We accept that there are always improvements we can make in order to deliver the best possible care for our patients. We know that with the dedication of our staff and the continued support of our Governors, members and volunteers we can look forward to more great things in 2018/19.

**Pearse Butler**  
CHAIR

**Wendy Swift**  
CHIEF EXECUTIVE

**Karen Crowshaw**  
INTERIM CHAIR

# Highlights of 2017/18



## Freedom to Speak Up Guardian Service

The Trust launched its Freedom to Speak Up Guardian service in 2017 with around 30 Champions trained across the Trust sites over the year and the appointment of a Freedom to Speak Up Guardian. The Trust has embedded a Culture of Openness And Transparency (COAT) and the Guardian works closely with the Freedom to Speak Up Champions to help and support colleagues who have any concerns about risks, malpractice or wrongdoing which can be reported safely and confidentially. Staff are encouraged to speak up so lessons are learned and improvements made in care as a result.

## Growing Our Own Staff

One major area of development over the past year has been the desire to invest in the youth of our local population, in order to attract, recruit and retain staff. The Trust formed a "Health Academy" in partnership with St Mary's



Catholic College while our Work Experience Programme has supported 388 students from all local schools and colleges with the Trust winning the "Employer of the Year" for its work with Blackpool & Fylde College. The Trust continues to work in partnership with Blackpool and The Fylde College and Blackpool Sixth Form College to support a Cadet Programme, supporting 45 cadets over the past 12 months. Many of these cadets will go on to undertake undergraduate degrees at the local universities and return to the Trust as qualified practitioners in the future. All cadets will have guaranteed interviews with the Trust as Healthcare Assistants making this a vital pipeline for our future workforce. The Trust continues to deliver various Apprenticeship programmes to new and existing staff. During the past 12 months, 108 staff members have been supported to gain a recognised qualification for the roles which they currently undertake.

## Rheumatology Service

The Rheumatology Service, in collaboration with local Clinical Commissioning Groups (CCGs), General



Practitioners (GPs) and Consultant Connect, has developed a telephone triage system for all potential referrals to go through and has improved access times for patients requiring the rheumatology service and provides a more streamlined patient experience. The initiative was so successful that it was recognised by the British Society for Rheumatology who shortlisted the service for their Best Practice Award.

## Patient Activation Measures

One area that has received national attention is the Trust's work around the Patient Activation Measure (PAM) and Health Coaching. Patient Activation is the level of knowledge, skills and confidence

a person has to manage their own health and wellbeing and understanding the PAM level of a patient enables healthcare professionals to tailor their approach appropriately. Using health coaching skills to tailor this approach is shown to support people in increasing their activation level, leading to improved clinical outcomes and improved experiences of care. In September 2017 the training programme went live across the Fylde coast and since then more than 220 members of staff have been trained. In addition approximately 1,500 patients have received a PAM assessment. Of the 600 patients that have received a follow up PAM assessment, 51% increased their activation level.



## Working with Veterans

The Trust is currently working with the 2nd Battalion the Duke of Lancaster Regiment (Reservists) and 4th Battalion the Duke of Lancaster Regiment, the College of Veterans and Uniformed Services and Health Education England (HEE), to investigate how its can offer Military Veterans access into health sector employment on leaving the armed forces. The Trust has offered the opportunity of work experience for local service personnel leaving the army. The Trust also reinforced its commitment to supporting British military personnel by signing up to the Armed Forces Covenant to promote the fact that it is an Armed Forces friendly body.

## Enhanced Recovery after Surgery

Another area of success has been the Trust's Enhanced Recovery after Surgery (ERAS) programme which has expanded to enhance patient experience and outcomes from recovery following surgery. Patients are supported post discharge with phone appointments

and have the ERAS team's contact details as a hospital point of contact. This enables patient monitoring and support and has improved pain control, has a positive psychological impact on a patient's recovery and staff satisfaction due to visible improvements in quality of care through empowered decision making and an improvement in clinical outcomes for patients.

## CQC praise

Overall there were some real highlights in the report including an Outstanding rating for the Trust's community services. It is the first time that these services have been inspected and the Inspectors were full of praise for the way the Trust has developed integrated care across a wide range of agencies to deliver the best possible care for our patients. Another highlight was the praise for "kind, caring and respectful" staff doing their utmost to involve patients and those close to them in their care. The Trust is extremely proud of its staff and was delighted that they were recognised for their efforts in the report.



## Research

The number of patients receiving relevant health services provided or sub-contracted by the Trust in 2017/18 that participated in research studies grew again this year. A total of 1,455 participants were recruited to National Institute of Health Research (NIHR) Portfolio Studies which exceeds the Trust's target of 1,200 for the year set by the NIHR Clinical Research Network, North West Coast. On average there were 116 different research studies/trials open at any one time during 2017/18. Participation in clinical research demonstrates the Trust's commitment to improving the quality of care offered and to making its contribution to wider health improvement. The Trust fully believes that active participation in research leads to successful patient outcomes.



# Our Services

As well as providing the full range of District Hospital Services and Community Health Services, such as Adult and Children's Services, Health Visiting, Community Nursing, Sexual Health Services and Family Planning, Stop Smoking Services and Palliative Care, the Trust provides tertiary Cardiac, Haematology and Adult Cystic Fibrosis Services to a 1.6 million population catchment area covering Lancashire and South Cumbria.

The Trust provides a comprehensive range of acute hospital services to the population of the Fylde coast, as well as the millions of holidaymakers that visit each year. We employ 7,015 staff (headcount excluding Non-Executive Directors) and had a turnover in excess of £432m in 2017/18 (£410.7m in 2016/17).



Between 1st April 2017 and 31st March 2018 we treated 107,151 day cases and inpatients (elective and non-elective), 344,584 outpatients and had 79,997 A&E attendances.

Clinicians from Lancashire Teaching Hospitals NHS Foundation Trust provide onsite services for vascular, renal, neurology and oncology services.

## 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 has achieved significant improvements in Quality over the last few years including enhancement of infection control, clinical care pathways development, harm free care reduction and improved patient experience and the Trust acknowledges and recognises our achievements against quality of care. It is recognised, however, that we cannot stand still and must continue to improve quality and safety.

Our Quality Strategy sets out our ambitions to provide the best patient care that is Informed, Timely and Safe and 2017/18 saw the second year of implementation of the Strategy.

Achievement of our quality ambitions relies on everyone committing to continuous improvement and placing quality and safety at the heart of everything we do for our patients and their families whilst signing up to the principle that care must be 'Informed, Timely and Safe - ITS how we care'.

The purpose of the Quality Strategy is to support the delivery of the organisation's vision, values, quality goals and strategic objectives. Our vision is to create a culture of continuous improvement where; 'Our care will be safe, high quality and managed within available resources, provided in the most appropriate environment and to agreed pathways of care' and 'Our highly skilled and motivated workforce will be patient centred, caring and compassionate, living our values every day.'

The Quality Strategy closely supports the Trust's overall strategy by identifying and prioritising delivery of specified key improvements in the three quality and safety domains of, Informed, Timely and Safe, thereby enabling the delivery of two key quality related measurable goals within each domain.

We have set two goals for each domain to provide staff, patients and the public with a clear view of our quality and safety priorities and how these will be measured going forward. Achieving these goals will require us to have excellent staff, excellent record keeping and to excel at working in partnership. We call these our three 'strategic enablers'. Progress towards achieving the goals and strategic enablers has been monitored by the Trust's Quality Committee throughout 2017/18 and will continue to be reported on a quarterly basis to the Quality Committee for year 3 implementation of the Strategy.

## Our Quality Strategic Work Programme

During 2017/18, our "Quality" work programme has been focused on increasing the level of consistency in our care provision to deliver high quality care to all patients, and this will continue into future years of our strategy.

Through this work programme we have remained dedicated to the achievement of safe, high quality care and through our wider work programmes we have also focused on:

- **"Efficiency"**, a focus on reducing unnecessary length of stay in hospital and reducing readmission rates;
- **"Value"**, a focus on improving utilisation of our theatres (including reducing cancellations and increasing day case rates) and our workforce (including reducing our reliance on contingent labour);
- **"Appropriate"**, a focus on improving patient experience and flow through our non-elective points of entry into the hospital.

# Our Performance

The Trust continues to work tirelessly to develop services for our patients and to improve the patient experience.

The pressures we have faced over the past 12 months will continue in 2018/19, which is why we need to continue and further intensify our focus on working towards our main aims of improving the patient and staff experience and reducing mortality rates, staff vacancies and length of stay (LOS).

Much of the focus this year has been on developing new models of care on the Fylde coast and in Morecambe Bay, particularly for those that support frail elderly patients with multiple, long term conditions.

Much of this work links in with the Trust's "Together We Can..." Five Year Strategy that was launched in 2016 after we worked in conjunction with partner organisations to undertake an in depth strategic review across all aspects of our care provision, led by senior clinicians from across the organisation and wider Fylde coast health and care economy. This resulted in the creation and launch of our Five Year Strategy and 2017/18 has been the second year of its implementation.

The Trust was inspected by the CQC in November and December 2017 which resulted in an overall Requires Improvement rating. The published report in March 2018 reported that our services were "Good" or "Outstanding" in 15 out of 16 categories and some other areas were identified for the

Trust to review. Action plans have been developed to address the regulated activity and the other areas identified for review will be monitored by the Quality Committee and at CQC quarterly engagement meetings throughout 2018/19.

A total of 2,300 members of staff took part in this year's NHS Staff Survey. There were some real positives in the report with improvements made in the three key areas covering the statutory Staff Friends and Family Test (SFFT) and the overall Engagement scores.

Significant improvements were seen in the areas covering the reporting of errors and a feeling that the Organisation takes action to ensure errors are not repeated. There were also significant improvements in staff being given feedback about changes made in response to reported errors and having training, learning or development in the last 12 months.

There were some areas of concern in staff feeling like they did not have enough resources to do their jobs properly and the feeling that health and wellbeing in the work place could be improved.

## Our Finances

The Trust planned to deliver a £3.8m surplus as part of the Annual Planning process for 2017/18.

Table 1 below compares performance against the 2017/18 plan.

### Comparison of the 2017/18 actual performance to the 2017/18 plan.

Table 1	Plan £'m	Actuals £'m	Variance £'m
Total Income	411.5	432.1	20.6
Total operating expenses	(404.2)	(423.0)	(18.8)
<b>Operating Surplus</b>	<b>7.3</b>	<b>9.1</b>	<b>1.84</b>
Total finance costs	(3.5)	(3.9)	(0.4)
<b>Surplus for the financial year</b>	<b>(3.8)</b>	<b>(5.2)</b>	<b>(1.4)</b>

Before the reporting of exceptional items the Trust reported a surplus of £5.7m for the year. After taking into account an impairment of assets of £0.5m, the Trust reported a surplus of £5.2m for the year.



# Feedback from our Patients, Carers and the Community

## Listening to Service Users

The Patient Relations Team received 3,837 contacts from members of the public over the last 12 months, a decrease of 329 cases compared to the number they received last year.

The number of formal complaints received by the Trust in 2017/18 was 582 (2016/17: 534 ) which includes 448 (2016/17: 426) written complaints and 134 (2016/17: 108) verbal complaints. The overall number of formal complaints shows an increase of 48 for the Trust figures.

Whilst reduction of complaints is not necessarily an indicator of improvement, the severity of complaints received has lessened in the last 12 months; of the known grading to date there are 177 graded as low and 78 as moderate. Three complaints were graded as significant compared to nine significant and one high in the previous year.

Whilst each division investigates complaints the Patient Relations Team manages the complaint process and timeline. Last year the Trust saw an improvement in the percentage of complaints that were responded to within 25-35 days. Unfortunately, in the current year, there has been



deterioration in this from 96.5% to 78% due to delays within the Divisions and the Corporate Team. There has also been a deterioration in the number of complaints acknowledged within the required three day timeframe from 84% to 57%.

Complaints and concerns continue to be a regular agenda item on the Trust Board of Directors and are also discussed at each Divisional Clinical Quality and Risk meeting, the Learning from Incidents and Risks

Committee meetings and the Trust's quarterly Complaint Review Panel meetings.

The Patient Relations Team has seen an increase in the number of opportunities to actively engage in training to support staff in how they manage complaints and concerns. This is in addition to regular input the team has at Trust Induction.

## NHS Friends and Family Test

The NHS Friends and Family Test was launched in 2013 following the publication of the Francis Report.

The Trust can access daily feedback in more progressive and user friendly ways via an online

dashboard. This has enabled us to triangulate all our patient experience feedback in one system. Clinical and operational teams now have direct access to FFT feedback through this portal and use both positive and negative feedback to influence enhancements in the care and treatment they provide.

The organisation's ambition is to achieve a FFT score of 98% by 2018. Displaying and sharing the positive comments received from completed FFT forms is evident within our successful clinical areas. These areas also tend to be the ones that perform better in the test and also with the number of forms submitted. Some clinical areas regularly achieve over 98%. The improved mechanisms of sharing the information gained from the NHS Friends and Family Test makes it easier for services to respond more effectively and be more responsive to the needs of our service users.

- In 2017/18 the Trust surveyed 52,484 patients using the NHS Friends and Family test survey.
- Every service user that comes into contact with our services is given the opportunity to complete the FFT form.
- In 2017/18 Community services achieved 98% and Inpatients 95.95% of their respective patients were likely to recommend the service to their friends and family.

## Tell Us Campaign

The Patient Experience Department continues to run the "Tell Us" campaign as part of the 2015-2018 Patient and Carer Involvement Strategy.

The department highlighted the strengths of the campaign and the importance of capturing patient and carer feedback across the organisation in 2017 by hosting awareness days, training sessions and sharing first person experiences via the patient stories programme and our social media platform. During 2017-18 excellent progress has been made in capturing the views of patients during their stay



and sharing this information with clinical teams to celebrate success and highlight areas that need improving. We have 12 listeners currently in post who have engaged with over 200 service users each month over the last 12 months. The Trust has commenced bi-monthly meetings where trends and themes are analysed supporting development of action plans on how we can enhance patients' experiences across the Organisation.

The Influence Panel, which has evolved during the last 12 months, now has 16 members from a variety of backgrounds. They meet with staff to discuss future projects and ensure that the patient's voice is at the heart of projects taken forward. In the last 12 months they have been pivotal to the Always Event projects with one member of the panel becoming the Always Event Patient Advocate. The Influence Panel has started to build genuine partnerships with different professional group leads across the Trust which is ensuring ongoing involvement of the patients' voice in a wide range of projects.

## Always Event™

The Always Event Framework is a methodology of change that is being embedded throughout the organisation, creating genuine partnerships between patients, service users and staff promoting co-design and co-production to transform care experiences and sustained improvements. The methodology has been utilised to implement Johns Campaign into the organisation.

# 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.

**Our staff are asked to maintain 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.

## Our Board of Directors

The Board of Directors comprises eight voting Non-Executive Directors (NEDs) (including the Chairman) and five voting Executive Directors (EDs) (including the Chief Executive) and one non-voting Executive Director. 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 NHS Improvement and the Care Quality Commission.

## Our Governors

During the year, the Council of Governors has formally approved some changes to the Trust Constitution including; an extension of the Trust’s Constitutional boundary, the renaming of one of the Constituencies and the removal of one of the Governor posts within that Constituency, as well as the removal of three Appointed Partnership organisations.

At a Council of Governors Extraordinary Meeting on 13th June 2017, the Council of Governors formally approved an extension to the Trust’s



constitutional boundary to include both the Cheshire & Merseyside Sustainability and Transformation Partnership (STP) ward areas and the Greater Manchester STP ward areas. This was to ensure that the Trust kept in-line with the significant changes across the whole health economy of the North West, to ensure consistency with other NHS Foundation Trusts and to ensure the Trust’s boundaries reflected the areas in which it provides services, such as the Cystic Fibrosis Service.

At the formal meeting of the Council of Governors on 31st January 2018, the Council of Governors formally approved the renaming of the Lancashire & Cumbria Public Constituency to North West Counties Public Constituency and the removal of Appointed Partnership Organisations, such as, Council for Voluntary Services, Lancashire Institute of Directors and Blackpool Citizens Advice Bureau.

Following the above mentioned changes, the Council of Governors now comprises a total of 29 Governors, including 17 Public Governors (elected from the constituencies of Blackpool, Fylde, Wyre and Lancashire & Cumbria (now known as North West Counties)), six Staff Governors (elected from the staff groups of Medical & Dental, Nursing & Midwifery, Clinical Support, Non-Clinical Support and Community Health Services (North Lancashire) and seven Appointed Governors (from a range of key stakeholder organisations).

## Our Members

The Trust currently has a membership base of 5,114 as of 31st March 2018.

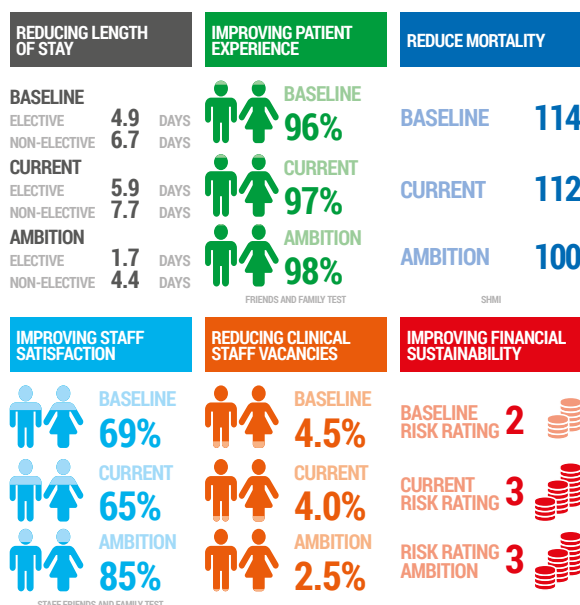
# Our Strategy for 2020

During 2015/16, the Trust worked with partner organisations to undertake an indepth strategic review across all aspects of its care provision, led by senior clinicians from across the Organisation and wider Fylde coast health and care economy. This resulted in the creation and launch of our Five Year Strategy and 2017/18 has been the second year of its implementation.

Blackpool Teaching Hospitals NHS Foundation 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

## Our Five Year Strategy is focused around the delivery of six strategic ambitions:



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.

Each of these work programmes has a lead Executive Director, Non-Executive Director, Divisional Director (a senior consultant) and a Clinical Lead. This team is focused on ensuring that the delivery of the various schemes is contributing to the overall achievement

of our strategic ambitions. During 2017/18, we have made good progress against these ambitions and our programmes of work will continue into 2018/19.

## These will be achieved through our strategic 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 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 of care
- Enabling**  
Putting in place enablers such as improved use of information technology, making good use of our estate and enhancing our communications

## Fylde Coast Local Delivery Plan

The Trust is a key partner in the development and implementation of the Fylde coast Local Delivery Plan (LDP). This is a reflection of the national direction of travel outlined in the Five Year Forward View, as well as our own acknowledgement that we will only be successful if we work in partnership across commissioners and providers of health and care.

During 2017/18, the Fylde Coast Vanguard received

£4.32m of national funding for the year to pursue our priorities of introducing new care models. This funding helped us to move faster and at a greater scale than we otherwise would have been able to. Some of these new care models have been underway for some time and are receiving national recognition, such as the development of our Extensive Care Service.

We are participating in three national initiatives: the Vanguard Programme, the Test Bed Programme, which is focused on the use of technology to support patients in managing their conditions in their own homes; and the Healthy New Town Programme, which is focused on the design and establishment of new living environments that support improved health and wellbeing.

The Trust is working to develop an Integrated Care Partnership (ICP), along with local Clinical Commissioning Groups, Blackpool Council and Lancashire County Council. The Fylde coast region was selected as one of only eight areas across England to act as a forerunner in this development, where partners across a defined area pool resources and work together more closely and more formally to achieve a common vision. Our plans are guided by feedback from patients, their families, local communities and clinicians who have told us that they want:

- A focus on keeping people well;
- Empowered patients and communities who support themselves and each other;
- A better experience for patients, their carers and families;
- More support to help people better manage their long-term conditions;
- Coordinated care so that people don't have to repeat their medical history unnecessarily;
- Timely and appropriate care in community settings where possible;
- Less unnecessary time spent in hospital;
- A motivated, happy workforce;
- A financially stable system that makes best use of the "Fylde coast pound" (the total money available on the Fylde coast for health and care services).



Our main areas of focus are being grouped into "transformation programmes", which are currently being set up. These will coordinate the relevant work ongoing across all of the partner organisations in the following categories:

- Integrated primary and community care;
- Urgent and emergency care;
- Planned care, and;
- Corporate services.

## Bay Health and Care

The Trust is one of the Bay Health and Care Partners who are delivering the Better Care Together (BCT) Strategy across Morecambe Bay.

During 2017/18, further progress has been made with:

- Developing plans for a system-wide health and care service;
- Improvements in people's care that crosses traditional boundaries by improving integrated care;
- The creation of local partnerships to ensure that people have a greater say over their health.

# 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, Health Matters, Your Health and Your Hospitals.

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

## Fundraising

Blue Skies Hospitals Fund is the Trust's charity and is supported by Trust staff and members of the public who help its work either by making a financial donation, by raising awareness of the charity, planning fundraising activities or providing gifts in kind.



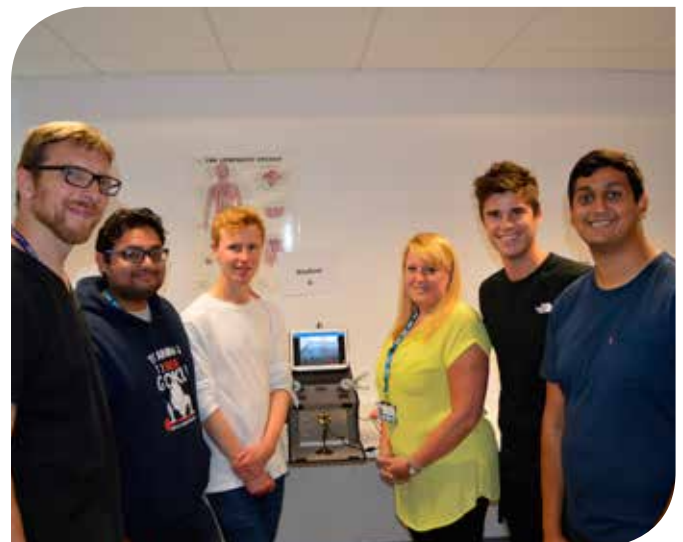
The Charity for Blackpool Teaching Hospitals  
Registered Charity Number 1051570



This support helps our charity to enhance patient care across the Trust for patients and families.

## Voluntary Services

The Voluntary Services Team works to enhance patient care across 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



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