



Annual Members Meeting

21st September 2020



Agenda

1. Welcome and Introduction from the Chairman, Pearse Butler.
2. Minutes of the Annual Members Meeting held on 16th September 2019 (for noting).
3. Presentation of the Annual Report by the Chief Executive, Kevin McGee. Video – Our Achievements 2019/20.
4. Presentation of the Annual Accounts by the Deputy Chief Executive/ Director of Finance, Tim Bennett.
5. Questions from Members/Public.
6. Close of the Annual Members Meeting by the Chairman, Pearse Butler.



Welcome

Pearse Butler
Chairman



Annual Report

Kevin McGee
Chief Executive



Our annual publication

Will be made available on our website.





About Us

We performed in excess of **1 million** patient interactions from the most serious emergencies to planned operations and procedures.

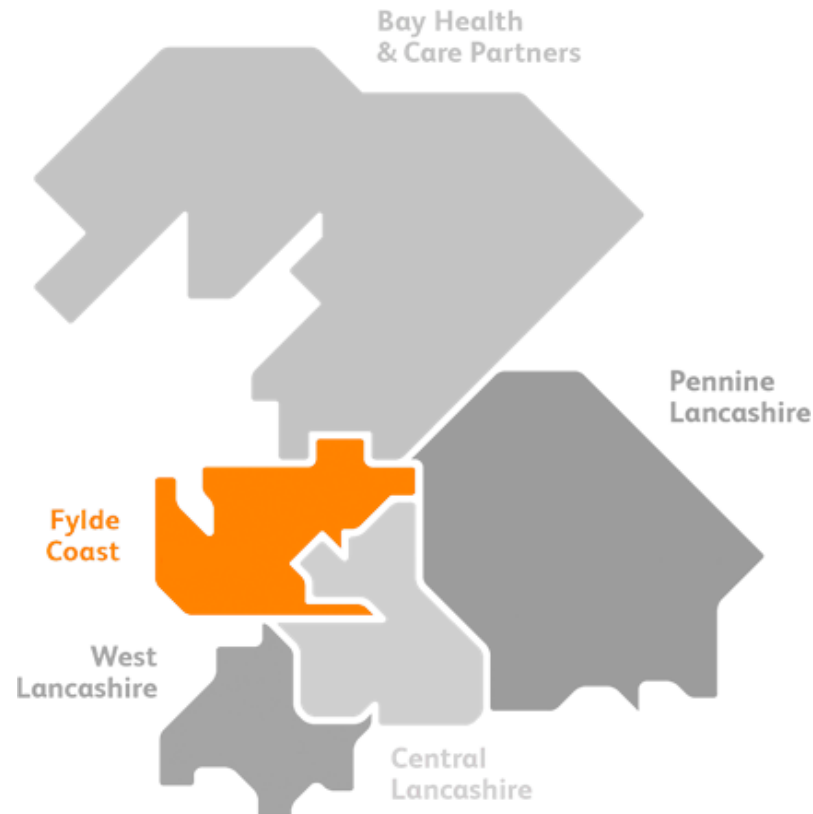
We employ in excess of **7,100** staff

This Year we have:

- Treated **108,249** day cases and inpatients.
- Treated **406,896** outpatients.
- Had **75,214** ED attendances.



Our Footprint





Together we care

NHS

**Blackpool Teaching
Hospitals**

NHS Foundation Trust

Our Vision and 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



Together we care



Context

- “Requires Improvement” CQC rating.
- 32 Must Do actions/86 Should Do actions. Making good progress against the CQC action plan.
- NHSE/I enforcement notices - 4 hour target/62 day cancer.
- Mortality outlier alerts. We are making good progress and within statistical norms for SHMI and HSMI.
- Health Education North West actions.
- We are on a journey to improve organisational culture.
- COVID-19.
- Staffing issues.



Journey of Improvement

- This is a new era for the Trust.
- New, experienced leadership team is now in place.
- Investment into senior nursing posts.
- Focus on Quality Improvement.
- Encouraging the development of leaders at all levels.
- Investment in new equipment.
- Focus on staff engagement.
- Just Culture and Compassionate Leadership.



Highlights

2019/20



Last year

- Our amazing staff continued to work effectively under the unprecedented pressure caused by the COVID-19 outbreak as well as supporting each other throughout major events and financial constraint.
- We built on our already great relationships with all our stakeholders and our community.
- We broadened our influence across the ICP, ICS and North West Region.
- We continued to strengthen leadership with the appointment of new Board members.



New Board Members

Non Executive Directors

- Dr Sheena Bedi, Non-Executive Director
- Prof Tony Warne, Non-Executive Director (From April 2020)

Executive Directors

- Peter Murphy, Director of Nursing, AHPs and Quality
- Janet Barnsley, Director of Operations
- Berenice Groves, Director of Operations
- Dr Jim Gardner, Medical Director
- Prof Nicki Latham, Deputy Chief Executive/Director of Strategic Partnerships (From June 2020)



Extending roles and influence

- Kevin McGee was appointed as permanent Chief Executive of both East Lancashire Hospitals NHS Trust and Blackpool Teaching Hospitals NHS Foundation Trust and in-hospital cell leader for Lancashire and South Cumbria ICS.
- Kevin Moynes was appointed as permanent Executive Director of HR and OD of both East Lancashire Hospitals NHS Trust and Blackpool Teaching Hospitals NHS Foundation Trust.



Highlights

- Due to innovative changes to treatment methods the number of sepsis deaths at Blackpool Victoria Hospital has been halved.
- The Freedom to Speak Up (FTSU) Index showed that staff had increased confidence in using the service over the last 12 months.
- The Trust launched The Swan Model of End of Life and Bereavement Care to provide excellent, individualised end of life and bereavement care for every patient and every family, every time.



Highlights

- We have been chosen to host one of only 5 national Patient Recruitment Centres in the country.
- More staff than ever before (3,150) took part in the 2019 National NHS Staff Survey.
- 96% of patients in 2019/20 were likely to recommend the Trust to a family member or Friend.
- There was a 59.7% reduction in falls resulting in a harm.
- More than 2,400 staff received Going the Extra Mile badges after being nominated for their efforts by colleagues. The CQC also recognised our staff in their inspection report.

Awards and accreditations

- The Simulation and Clinical Skills Unit at the Trust became only the third unit in the world to be recognised for the quality of service it delivers.
- The Health Informatics Education and Training Team has received the Silver award from the NHS Digital Training Service Accreditation (TSA) scheme.
- The Trust was awarded Veteran Aware Accreditation. The award from the Veterans Covenant Hospital Alliance (VCHA) is in acknowledgement of dedication to treating veterans with compassion and empathy.



Performance – 2019/20

- The Trust recognises the challenges it faced last year in relation to Accident & Emergency (A&E) waiting time targets, cancer 62-day targets and continuing to be an outlier within mortality performance.

However

- 96% of patients in 2019/20 were likely to recommend the Trust to a family member or friend.
- There was an Increase in patient safety incident reporting demonstrating a positive culture of safety.
- 97.8% of patients received Harm Free Care.
- The Staff survey response rate for 2019 was significantly higher than in 2018.
- There was a 59.7% reduction in falls resulting in a harm.



Performance - current

- The Trust has a restoration plan in place to resume all planned care services with a focus on priority and urgent patients but also to address the backlogs from Covid-19. While the required performance targets are not where they should be the Trust is working hard to make sustained improvements.
- The Trust welcomes the support of the Independent Sector in utilising their facilities to provide additional capacity.
- Outpatient services have continued, albeit on a virtual basis. Face to face work has been restored where clinically appropriate and the Trust is confident in restoring services in line with national guidance.
- Additional diagnostic capacity has been secured to assist in reducing the backlog of patients awaiting diagnostic tests.



Patient Experience

- The Trust received 6,996 compliments compared to 4,285 the previous year – a 63% increase.
- Ten specialist day bed and recliner chairs arrived at Blackpool Victoria Hospital and Clifton Hospital to allow a known relative or carer to stay with vulnerable patients for longer and overnight, giving the patients some familiarity to their routine, reduce anxiety and increase their wellbeing.
- 97% of patients said they were treated with dignity and care compared to a national average of 80%.

Blue Skies charity

- Our Blues Skies Charity once again provided valuable funds for a number of schemes to benefit our patients and visitors.

THANKS TO YOUR SUPPORT,
BLUE SKIES HAVE RECENTLY PURCHASED...



2 MAMMOGRAPHY CHAIRS
£3,210

WATER DRINKS STATION
IN THE MACMILLAN UNIT
£1,234.20

GASTROGENIUS METHANE
AND HYDROGEN BREATH
TESTING UNIT
£14,499

TV FOR PATIENT
DAY ROOM £190.80

PICTURES & FRAMES FOR
DISCHARGE LOUNGE £874.44

22 BREAST FEEDING
CHAIRS & FOOTSTOOLS
£8,823.36

10 DAY BEDS & 10 RECLINER
CHAIRS £26,320

GAMES CONSOLE PACKAGES
FOR CHILDREN'S WARD
£3,715.26



Our plans and aspirations for this year



- Our ambition is to move to address all the regulatory actions and improve our CQC rating to “good”, with a longer term ambition to become rated as “outstanding.”
- We are committed to our three-year Quality Improvement approach to reduce preventable deaths, reduce avoidable harm and improve the last 1000 days of life.





The Future – Restoration and COVID

- Comprehensive plans are in place in each specialty to restore services and measures in place to protect patients.
- There is a reluctance by some patients to come into hospital.

The message is that if you need treatment, you should come in for it.

- Covid infection rates are increasing and we are beginning to see this affect hospital admissions. Our infection prevention and control measures are strong and successful.
- We are providing both non-COVID and COVID pathways and implementing all guidance around Covid containment.
 - Beds are dedicated on both wards and critical care unit
- Attendances to the Emergency Department are increasing significantly and it's important we continue to encourage people to choose the right service. This will help us maintain social distancing there.



The Future – Winter 2020

- Planning for winter is well under way.
 - We are about to launch our staff flu campaign.
 - NHS 111 First was launched in September.
 - Expansion of Emergency Village.
- Learning lessons, retaining innovation, extensive, system-wide communications plan.
- System by default and collaboration.



Future developments

Our key programmes of improvement are:

- Urgent and Emergency Care – Emergency Village.
- Planned Care.
- Quality Improvement.

Each programme will be backed by 5 enablers:

- Workforce and OD.
- Finance.
- Digital.
- Governance and Assurance.
- Productivity and Efficiency.



Workforce Transformation Strategy

The Trust's Workforce Transformation Strategy was updated in 2019 and includes seven key areas. These include:

- Compassionate Leadership and Just Culture
- Employee Engagement
- Health & Wellbeing
- Equality, Diversity & Inclusion
- Recruitment & Retention
- Clinical Education
- Apprenticeship



Quality Improvement

In 2020 we have commenced our first Quality Improvement collaborative to reduce avoidable harms with a Pressure Ulcer Prevention collaborative . Our two key aims are:

- In the next 12 months we aim to reduce the average number of avoidable harms caused by hospital attributable pressure ulcers by 80%.
- In the same period reduce the average number of avoidable pressure ulcer harms caused in a community setting by 60%.

We will be further developing Quality Improvement projects that will focus on reducing our mortality rate through preventing avoidable deaths and reducing avoidable harm.



Strategic Direction

- **Transformation** within BTH – Clinical Strategy, Acute and Specialist Care, Tertiary service development.
- **Provider collaboration** – working with providers locally and across Lancashire and South Cumbria.
- **Taking a lead** in the local ICP – Healthier Fylde Coast.
- Expanding **influence** across Lancashire and South Cumbria and, through leadership of the ‘in-hospital cell’, the North West Region.
- Restoring services while working with COVID restrictions.



Conclusion

- Our staff are our greatest asset. They are well engaged, generally satisfied in their work and contribute greatly to a positive patient experience.
- We will continue to invest in and grow our workforce, and develop and improve our estate.
- Our commitment to quality improvement remains stronger than ever.
- We will continue to engage with all our stakeholders and play a leading role in integrated care in the Healthier Fylde Coast programme as well as across the Lancashire and South Cumbria Integrated Care System and the North West region, to deliver the best health care outcomes for our communities.



The Gazette #Therewithyou
 Thursday, April 9, 2020 95p
 Delivering trusted news and campaigning for the Fylde coast since 1873

You are all our heroes

Today, we join forces to celebrate the heroes who are making such a difference to our communities

#WEARETHEREWITHYOU TOO - SEE PAGES 8-11

WE BUY HOUSES FOR CASH

goodmove.co.uk

0800 031 9383

Which famous face owned this car? See page 3

Park closes to drivers See page 7

BUILDERS SUPPLIES SHEDS 776600

The Gazette #Therewithyou
 Saturday, March 28, 2020 95p
 Delivering trusted news and campaigning for the Fylde coast since 1873

We love our NHS

They are working round the clock to keep us safe
 But it's up to us all to do our bit to help

See pages 8 and 9

What's on TV this weekend? 76p

Sat Max 10 Min 2 Cloudy
 Sun Max 8 Min 2 Sunny

FREE GLASS UPGRADE ON BI-FOLD DOORS TO PLANTERS ONE

STANDARD DOUBLE GLAZING UNITS WILL LOSE 10% MORE HEAT

QUOTE BY WHEN ORDERING

21st CENTURY WINDOWS CENTRES

OPEN TO TRADE & PUBLIC

EMAIL: SALES@21STCENTURYWINDOWS.CO.UK

Town park will stay closed See Page 5

Coping with chronic pain in lockdown See Page 11

The Gazette #Therewithyou
 Tuesday, April 7, 2020 95p
 Delivering trusted news and campaigning for the Fylde coast since 1873

'I beat the virus'

Bill, 90, is first man at Vic to get Covid-19 all-clear
 Praise for 'amazing' hospital staff

Full story Page 6

Death toll rises to 18

Get your Gazette for just 76p

Tues Max 15 Min 9 Sunny
 Wed Max 14 Min 6 Sunny

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We thank you for your continued support.

Please now enjoy our film.





Annual Accounts

Tim Bennett
Deputy Chief Executive /
Director of Finance



2019/20 – Financial headlines

- The Trust reported a deficit for the financial year of £37.1m (£29.3m loss after exceptional items).
- Investments in quality, safety and nursing fill rates of £14.2m.
- Non-recurrent support of £10m received from commissioners, which was £7.5m lower than planned.
- The operating deficit equates to -8.1% of turnover.
- The exceptional item relates to a net reversal of impairments gain of £7.8m arising from the revaluation of land and buildings at 31st March 2020.
- Cash position £27.4m positive balance, after receiving £40.9m of Interim Revenue Support loans from the Department of Health & Social Care (DHSC).

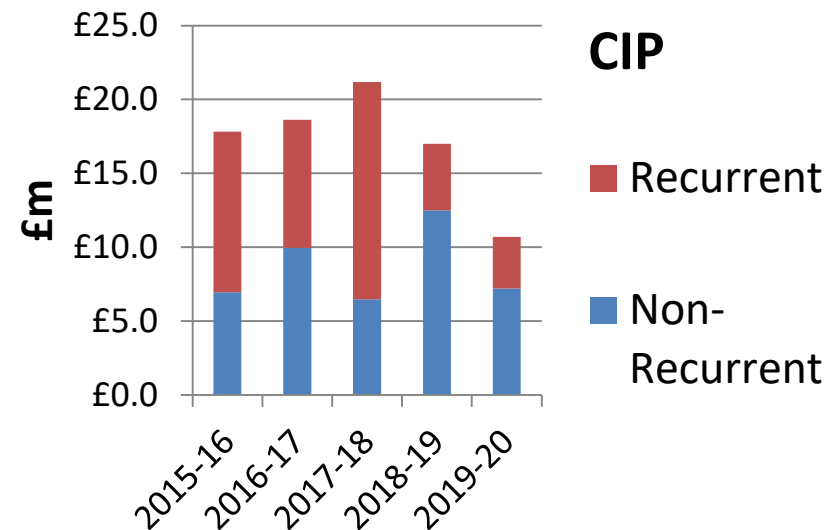


2019/20 – Financial headlines

- Full details in the group accounts.
- Auditors Report (published with the Council of Governors agenda for the meeting on 16th September 2020).
- Annual Report.

Efficiencies

- Cost savings of £10.7m.
- Equivalent to 2.2% of our cost base.
- Delivered through:
 - Transformational schemes.
 - Transactional schemes and increased expenditure controls.
- Lower than in previous year as focus shifted to making improvements in safety and quality of care.





Investments

Improvements in clinical quality and safety including:

- Increased nurse staffing levels across wards.
- Additional staff for the Emergency Department.
- Increased number of doctors to cover medical wards.
- Established Ambulatory Emergency Care / GP Assessment Unit.
- Remedial / backlog estate works and replacement of medical equipment.



Investments

Major capital investments totalling £19.6m including:

- Medical equipment - £8.1m.
- Electronic information projects - £9.9m.
- Building infrastructure improvements - £1.6m.
- The Trust received a £6.0m capital loan to fund the urgent replacement of medical equipment.

Outlook for 2020/21

- Temporary national financial arrangements introduced for the period April to July in response to the COVID-19 pandemic.
- Temporary arrangements extended to September.
- Providers expected to break even during this period through central top-up payments.
- ICS wide financial plans for the remainder of 2020/21 to be submitted to NHSI by 21st September.
- Introduction of new capital and financing framework.
- Payment of all suppliers within 7 days required.



Questions

From the public



Close

Pearse Butler
Chairman