

New Horizons

Winter 2015 Edition

University Hospitals of Morecambe Bay NHS Foundation Trust
Free newsletter for our members

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This publication is delivered free to all public Members of University Hospitals of Morecambe Bay NHS Foundation Trust

Care Quality Commission Re-inspection report - Improved rating and out of special measures

As you may be aware, our hospitals were re-inspected by the Care Quality Commission (CQC) in July 2015. This followed being rated as 'inadequate' and placed in special measures after an Inspection in 2014.

On Thursday 3 December 2015, the CQC published its findings from the Re-inspection which stated that we had made progress in all the areas it had previously identified. Inspectors reported improvements in leadership, staffing levels, governance, incident reporting, and risk management, and they found that "staff were caring and compassionate, and treated people with dignity and respect."

Overall, our Trust now has a new rating of 'requires improvement', with all services rated as 'good' for caring. No services have been rated as 'inadequate'.

Following a recommendation from the CQC, Monitor (the regulator of Foundation Trusts) announced that we were also to be taken out of 'special measures' but with continued support.

Jackie Daniel, Chief Executive, said: "I am very pleased that the CQC has recognised the progress that has been made since our last inspection, particularly that progress has been made in every area that they previously highlighted as requiring further action.

"The improved rating and coming out of special measures is testament to the hard work and commitment of an incredibly loyal workforce. Our staff, along with our governors, partners, volunteers and the public have worked hard together to make the change needed, and I would like to take this opportunity to thank everyone for their continued support.

"We have a talented and professional workforce and the rating of 'good' for being 'caring' is recognition of this. Over the last year we have seen many successes, including staff and teams shortlisted for, and winning national awards. But, we mustn't be complacent; we still have a lot of work to do to ensure we provide consistently high standards of care across all of our services. We must continue to seek out every opportunity to make improvements to achieve our ambition of being an 'outstanding' Trust."

The Report also highlighted a number of areas where further work is needed to meet required standards, and we have already begun to address these. Our Quality Improvement Strategy will include actions and outcomes against every area the CQC has reported that “must” and “should” improve, ensuring that they become embedded in day to day work.

The CQC has identified seven areas for further improvements:

- The trust must ensure that all premises are suitable for the purpose for which they are being used and properly maintained - particularly physiotherapy services and medical care services provided from Medical Unit One.
- Enough suitably qualified, competent, skilled and experienced people must be deployed to meet the needs of the patients.
- Staff should receive appropriate support, training and appraisal.
- The trust must ensure that staff understand their responsibilities under, and act in accordance with, the requirements of the Mental Capacity Act 2005 and associated code of practice.
- Staff must follow policies and procedures around managing medicines, including intravenous fluids particularly in medical care services and critical care services.
- Referral to treatment times in surgical specialities must improve.
- The trust must ensure that the resuscitation trolleys on the children’s ward are situated in areas that make them easily accessible in an emergency. All staff must be clear on who has responsibility for the maintenance of the resuscitation trolley on the delivery suite.
- The trust must ensure that it maintains an accurate, complete and contemporaneous record for each patient.

We are required to submit a comprehensive action plan to the CQC by 27 December 2015. This plan will be regularly updated and displayed on our website, as they have been over the past year, at:

www.uhmb.nhs.uk/patients-and-visitors/cqc/

The final reports can be viewed on the CQC’s website at:

www.cqc.org.uk/provider/RTX

What the CQC found

To get to the heart of patients’ experiences of care, the CQC always ask the following five questions of each of the eight core services they inspect:

- Is the service safe?
- Is the service effective
- Is the service caring
- Is the service responsive to people's needs
- Is this service well-led?

Below are examples of what the CQC found in each of these five areas:

SAFE

The CQC says: "By safe, we mean that people are protected from abuse and avoidable harm." We were rated '**requires improvement**' for the safe standard following our CQC Re-inspection.

The CQC found:

- We had continued to recruit nursing staff and staffing levels had improved, but the skill mix on Ward 39 and Ward 20 at the RLI was still variable. There was also still a reliance on bank and agency staff in some areas
- We had improved our patient safety incident reporting. This demonstrated an improved safety reporting culture within the organisation
- Patients received care in a visibly clean and suitably maintained environment. However, the cleanliness in the Emergency Department at the RLI required improvement
- Duty of Candour and safeguarding policies and training were in place, and evident

EFFECTIVE

The CQC says: "By effective, we mean that people's care, treatment and support achieves good outcomes, promotes a good quality of life and is based on the best available evidence."

We were rated '**requires improvement**' for the Effective standard following our CQC Re-inspection.

The CQC found:

- Care and treatment was delivered in accordance with evidence based practice and national guidance
- There were good examples of multi-disciplinary working. Staff worked well together for the benefits of patients
- We hadn't met our Trust appraisal target of 95% in various areas

- Patient outcomes in some areas were below the national average, including stroke care and the re-admission rates for trauma and orthopaedics (both elective and non-elective)

CARING

The CQC says: “By caring, we mean that staff involve and treat people with compassion, kindness, dignity and respect.” We were rated **‘good’** for the Caring standard following our CQC Re-inspection.

The CQC found:

- All patient groups were positive about the care and treatment provided by staff - being caring and compassionate and treating them with dignity and respect
- Patients felt staff were sensitive to their needs and were emotionally supportive
- Opportunities to speak with medical and nursing staff were provided and questions answered openly and honestly
- We had a service that provided spiritual support to patients, and a volunteer programme to help support the emotional needs of patients, especially those at the end of life

RESPONSIVE TO PEOPLE’S NEEDS

The CQC says: “By responsive, we mean that services are organised so that they meet people’s needs.” We were rated **‘requires improvement’** for the Responsive to people’s needs standard following our CQC Re-inspection.

The CQC found:

- Our strategic planning for the future of our services (Better Care Together) had improved
- There were some good examples of initiatives to meet the needs of patients whose circumstances or illnesses made them vulnerable, such as the Butterfly Scheme for dementia patients
- We were meeting our complaints response target and lessons from complaints are shown on ward boards. However, some of the complaints would have benefitted from a more personal approach
- We needed to do further work to ensure we meet the Emergency Care 4 Hour and Referral to Treatment Standards consistently

WELL-LED

The CQC says: “By well-led, we mean that the leadership, management and governance of the organisation assures the delivery of high quality

person-centred care, supports learning and innovation, and promotes an open and fair culture.” We were rated **'requires improvement'** for the Well-led standard following our CQC Re-inspection.

The CQC found:

- We had made significant improvements to our governance and management systems
- Staff were, in the main, positive about the improved staff engagement and the Listening into Action programme
- We still had more work to do to address the concerns of staff from a black and minority ethnic (BME) background
- There were cultural issues in the breast screening and paediatric services that required focused work and support

To find out more about the improvements we have made in each of these areas, visit our website at: www.uhmb.nhs.uk/patients-and-visitors/cqc/

News from across the Trust

Morecambe Bay Investigation update

The Morecambe Bay Investigation was established by the Secretary of State for Health in September 2013 following concerns over serious incidents in the maternity unit at Furness General Hospital.

The Report was published on 3 March 2015 and made 44 recommendations - 18 of which were for us to address with the remainder being for the wider NHS.

What have we been doing?

We continue to make good progress, and have met all of the deadlines for achieving the recommendations to date. Latest updates from the eight key project work streams are:

Kirkup Programme

- Communicated progress to the working group, Morecambe Bay Investigation Sub-Committee, and the Trust Board
- Action plans for all projects monitored, maintained and updated

Clinical Quality

- This project has successfully completed all the relevant actions. The team is now working with the relevant teams to embed the changes across the Trust

Education, Learning and Development

- The following have been put in place to support sustainable achievement of mandatory training until the Listening into Action Programme concludes:
 - Ward managers to submit annual department training plans
 - Full use of the online Training Management System
 - Weekly Divisional meetings to discuss training
 - A trajectory of staff being released to undertake training

Estates

- Initial delivery suite bed numbers agreed with Womens and
- Children's Services
- Generic room design and plans completed for user group feedback

Governance

- Ensure robust feedback to staff reporting incidents

- Piloted managers 'meet and greet' customer contact process on one ward. Good feedback was received so working to take the initiative Trust wide

Workforce

- Completed self-assessment survey exercise to identify training requirements

Communications and engagement

- Web designer appointed to redesign the investigation pages on the internet to make them more accessible
- Shared monthly updates with staff and stakeholders, and uploaded to website and social media

Strategic Partnership

- Initial discussions have taken place with, Central Manchester University Hospitals Foundation Trust and Lancashire Teaching Hospitals and there is executive and clinical support for the development of a partnership. Clinicians have met to outline the scope of a partnership arrangement, around three strands of work

More information can be found on our website -

<http://www.uhmb.nhs.uk/morecambe-bay-investigation/implementing-the-recommendations/>

Listening into Action - empowering staff to take the lead

Listening into Action (LiA) is a change in the way we work - giving staff the power and support to take the lead on improvement projects.

Staff across the Trust have achieved so much through LiA so far, from raising awareness of Acute Kidney Injury to our Dietitians going 'paperlite'. We now have a range of schemes for our second wave, including one which aims to improve patient experience for the hard of hearing. Our schemes are showcasing all of their hard work at our Pass it On event in January 2016.

Our second year of LiA is slightly different from year one, with the introduction of ten Big Ticket Items - much larger schemes, led by senior clinicians - including looking at reducing mortality for stroke care patients.

Plan approved to transform pharmacy services

Our Trust Board has approved plans which in time will transform the way pharmacy services are delivered in our hospitals.

The change involves outsourcing services to a third party community pharmacy provider, and will improve the quality of medicines management services for patients. Staff will spend more time on wards, reducing the time taken to prepare discharge medicines, helping our patients leave hospital in a timelier manner, every day of the week. It will also provide additional staff to work within purpose-built, dedicated outpatient dispensaries.

Despite rumours, we are not selling off our pharmacy services. We are still responsible for the service, and no jobs will be lost. All our existing pharmacists and pharmacy staff will remain employed, under their existing NHS terms and conditions.

This change will also tackle the recruitment and retention difficulties that we have experienced for several years in relation to new clinical pharmacists.

The option approved is already well established in over 100 NHS trusts. For more information on the change and the options considered, visit www.uhmb.nhs.uk.

Local people have their say on maternity services

Local people took the opportunity to talk about why maternity services matter to them, at a special 'Maternity Matters' event which took place in Barrow at the end of September.

Around 60 members of the public spoke to staff and partner health organisations about their experiences of maternity services, and how they want to be involved in the future.

Those who attended were also able to take an exclusive look at how a redesigned Women and Children's Unit at Furness General Hospital might look, and gave feedback about what would be important to them if they were to use the new unit.

The feedback, which is now being reviewed, was gathered in various different ways. Themes that were identified on the day included:

- Improving mental health support for mums
- Better bereavement support for families

- Involving dads more
- Working closer with families to help them understand their choices
- Improving communications and joint working between health professionals
- Ensuring we are always honest and listen to families
- Increasing public confidence in the hospital
- Making sure staff spend time with families

A special video made of the Barrow event can be viewed on UHMBTV at <http://www.uhmb.nhs.uk/media-centre/uhmb-tv/>.

Further Maternity Matters in Morecambe Bay events will be held in Kendal and Lancaster in 2016.

Furness General Hospital awarded Gold Standards Framework for end of life care

Thanks to the hard work of staff, Ward 9 at Furness General Hospital has achieved the Gold Standards Framework (GSF) Quality Hallmark Award in end of life care - once again becoming one of the first hospitals in the country to achieve this recognition.

The teams has completed the two year GSF Acute Hospitals Training Programme which aims to help provide patient centred care by helping staff better anticipate patients' needs. In turn, this has helped them reduce the length of time some patients stay in hospital and improve the discharge process.

National recognition for Procurement and Supplies team

We have proudly become the first NHS Trust in the country to be accredited by The Chartered Institute of Procurement and Supplies.

Achieving the CIPS accreditation means that our Procurement and Supplies team has the nationally recognised procurement governance mechanisms in place to provide effective supply assurance and compliance.

Staff showcase services at Annual Members' Meeting

Over 80 Trust Members and members of the public came along to our fifth Annual Members' Meeting on 17 September to find out more about different aspects of hospital care.

A range of services from across our hospitals were showcased at the meeting, including recruitment, patient leaflets, dementia care, Morecambe Bay Hospitals Charity, Listening into Action, Acute Kidney Injury, and end of life care.

Thank you to all the Members who took the time to come along and speak to our staff and Governors.

The awards season is here!

We have been asking staff, patients, visitors and members of the public to tell us who we should be celebrating as part of our staff awards. Nominations are now closed and we've received nearly 300 nominations for our Your Health Heroes, Long Service and Staff Achievement awards - our best response ever!

Keep your eye out for more information on our winners in a future edition.

News from the Membership Office

Email user?

We want to be able to keep you up to date with what's happening across our hospitals more regularly. The best way for us to do that is for you to let us know your email address. Communication via email is fast and effective and you'll also be helping us reduce our printing costs.

Changing is easy! Please contact us via phone or email on the details on this page. We'd also like to hear from you if any of your contact details have changed.

What a year 2015 has been!

We are delighted to have welcomed 411 new public members so far this year, bringing our total to nearly 6,300 public members and over 5,200 staff members (as of 2 December 2015).

Of our new 411 new public members, 113 came from the Barrow and West Cumbria constituency, 129 came from the Lancashire and North Yorkshire constituency, 154 from the South Lakeland and North Cumbria constituency, and 14 from the rest of England.

We have held ten special talks for our members this year, and the FT Membership team has been out in the community 16 times to talk to members of the public about our services. Our Annual Members Meeting was attended by 80 Members, and our Governors have started to give talks to our local community about the importance of becoming a Member of the Trust and supporting our services.

Membership talks for 2016

We have already held a number of successful talks for our Members so far this year, and would like to thank everyone who attended.

Further talks are planned for 2016, and the dates for your diary are below. You can book your place on any of the talks by contacting the Foundation Trust office on the details below or online by visiting:

www.uhmb.nhs.uk/trust/member-seminars.

Ears, Nose and Throat (ENT) - You take my breath away

Talk by: **Dr Ahmed - Consultant Ear, Nose and Throat Surgeon.**

- **2 February 2016, 1.30pm, Furness General Hospital.**

This talk will cover the problems of the Throat, such as cancer, reflux / heartburn and snoring / apnoea (breath holding). ENT will be discussed as an ever expanding speciality with its new areas of development.

Dying for a Drink?

Talk by: **Hospital Alcohol Liaison Specialist Service.**

- **29 February 2016, 1.30 pm, Royal Lancaster Infirmary.**

Do you drink alcohol? Ever wondered how many units you have? Did you know the North West has the highest number of alcohol related deaths in the UK? Alcohol abuse is becoming a serious issue in all areas of society, and the Hospital Alcohol Liaison Service offers a vital contribution to prevention, and improving the future health of patients, including those who enter hospital with severe alcohol problems and multiple health problems. This talk will also highlight the problems linked to alcohol and its effects on the general public.

Are you under or over active? Common Endocrine problems of the neck

Talk by: **Mr Mark Tomlinson, Consultant General and Endocrine Surgeon, Trust Specialty Training Lead for Surgery and Surgical Lead for Thyroid Cancer.**

- **14 March 2016, 1.30pm, Royal Lancaster Infirmary.**
- **18 April 2016, 1.30pm, Furness General Hospital.**

This talk will concentrate on metabolic hormone problems of the Thyroid and Parathyroid glands. These common problems affect both men and women of all ages. Information will be provided about the symptoms, diagnosis, medical management and modern minimally invasive surgical treatment within the Trust.

Living well with dementia

Talk by: **Dianne Smith, Dementia Specialist Matron.**

- **16 May 2016, 1.30pm, Royal Lancaster Infirmary.**
- **7 June 2016, 1.30pm, Furness General Hospital.**

670,000 people in England are living with dementia, with an estimated twenty-one million people in our country who know a close friend or family member with dementia. One in three people aged over 65 will have dementia by the time they die, and as life expectancy increases, more and more people will be affected. It is estimated that 25% of

hospital beds in the NHS are occupied by people with dementia, rising to 40% or even higher in elderly care wards.

We strive to give person centred dementia care tailored to the individual needs of our patients, involving families and others in the planning and decision making process. This talk will give more information on what we offer and how people can get involved.

Meet your local Governors

Members from the Foundation Trust Membership Office, as well as local Governors, would like to meet you and hear what you have to say about our Trust – the good and the bad!

Come along to meet us on the following dates:

- **15 January 2016, 10am - 3pm:** Disability and Benefits Advice Service, The Forum, Barrow in Furness.
- **10 February 2016, 10.30am - 11.30am:** Main Entrance of the Centenary Building, Royal Lancaster Infirmary, Lancaster.
- **22 March 2016, 9.30am - 10.30am:** Outpatients Department, Westmorland General Hospital, Kendal.
- **25 April 2016, 10am - 11am:** Outpatients Department, Royal Lancaster Infirmary, Lancaster.

Want to know more about Membership?

Our Governors would like to come along to your society or club to give a 45 minute presentation about our hospitals, our future plans, and how we can work with your group in the future. If you would like us to come and talk to you, please contact the membership office on the details below.

Thank you from Janet Hamid

It has been over 12 months now since I put myself forward for re-election so I thought to write a short piece of how pleased I was to be re-elected.

First and foremost, I would like to thank each and every Member who took the time to vote for me; otherwise this would have not been possible. I was overwhelmed to have been elected for a second time, especially by the number of Members who have, and are continue to, support me.

I put myself forward for re-election to be able to continue devoting my time to our patients at UHMBT - whether this is in our hospitals, at regular governor meetings, or in our local communities. I believe that all of these contribute to making UHMBT better.

My involvement within this hard working Trust provides me with a great deal of satisfaction, and I will continue to deliver my support and input into our local hospitals. Being part of Morecambe Bay is something which I love, and without your support, I would not be able to continue, so thank you.

Janet Hamid
Public Governor - Lancashire and North Yorkshire

Lead Governor steps down

John Kaye has stepped down from his role as Lead Governor, and Governor for South Lakeland and North Cumbria. We would like to thank John for his hard work and contribution as one of our Governors since 2009.

The Council of Governors is responsible for electing one of the Governors as Lead Governor, and the nomination process will begin soon. We wish John and his family all the best for the future.

Welcome to our new Governors!

We are pleased to announce that we have six brand new Governors who have joined us in recent months.

One of our new Governors is Gill Brown (pictured), who is our Appointed Governor from Healthwatch Lancashire. Gill, who is Chief Executive of Healthwatch Lancashire, is also a Chartered Scientist with a MSc in Biomedical Sciences.

Before joining Healthwatch Lancashire, she was the Director of Corporate and Research Governance at The Walton Centre, a specialist neuroscience NHS foundation trust located in Liverpool. Gill's NHS career has spanned almost four decades, and has included a diverse range of roles and responsibilities encompassing many facets of patient care. In November 2013, she received a national award for 'Excellence in Governance' in recognition of her innovative and proactive approach to corporate and research governance.

Our other new Governors are:

- Annette Miller - Public Governor, South Lakeland and North Cumbria
- Hugh Tomlinson - Appointed Governor, Age UK South Lakeland
- Sonya Clarkson - Appointed Governor, Lancaster University
- Alison Dixey - Appointed Governor, Cancer Care
- Ben Hignett - Staff Governor, Management and Administration

We will tell you more about our other new Governors in a future edition.

Membership Office Contact Details

The Membership Office is there to act as the first point of contact for our Members.

For further details of any of the articles in this newsletter, or for any other membership issues, please contact the office at:

**Foundation Trust Membership Office, Furness General Hospital,
Dalton Lane, Barrow in Furness, Cumbria, LA14 4LF**

Telephone **01229 404473**

Email FTmembershipOffice@mbht.nhs.uk

Get more involved

Would you like to be more involved with your local hospital services?
Is there a particular area that interests you most?

We're asking all our members to tell us if they would like to be involved and what area they are most interested in. We will then use that information to contact you when planning changes to services or our buildings, making improvements or seeking views.

If you would like to be involved, please fill in the form opposite and send it to the address shown above.

Please Tick

Men's Health (including bladder and prostate illnesses)

Older People (including strokes)

Outpatients Clinics

Hospital Environment

Children and Young People including Neonatal Unit and SCBU

Women's Health (including breast, gynaecology and maternity)

General Medicine (including heart and digestive system illnesses)
Emergency (including accident and emergency and intensive care)
Ear, Nose and Throat Services
Surgical Services
Orthopaedic Services
General Care
End of Life Care
Eyes
Cancer Services

Name.....Title.....DOB.....
.....
Address.....
.....
Postcode.....Email.....
.....

Social Media / Trust meetings

Trust meetings

Trust Board meetings are an opportunity for the Trust Board to receive and discuss updates and performance matters from across our hospitals. The meetings are open to the public and will take place from 10am on the following dates:

- Wednesday 27 January 2016, Education Centre, Royal Lancaster Infirmary
- Wednesday 24 February 2016, Boardrooms, Westmorland General Hospital
- Wednesday 30 March 2016, Conference Room, Furness General Hospital

The Council of Governors meetings are an opportunity for Governors to receive information and discuss updates with Trust managers and clinicians. The meetings are open to members of the public and staff and take place on the following dates:

- Thursday 17 March 2016, 2pm - 4pm, Lane End Farm, Crooklands

Large print version available

A large print version of this newsletter is available to Members. If you would like a copy of the large print newsletter, you can download it from our website at <http://www.uhmb.nhs.uk/trust/membersnewsletter/> or contact the Membership Office on 01229 404473 or FTmembershipOffice@mbht.nhs.uk

Winner announced soon!

You may remember in the last edition of New Horizons that we ran a competition where one lucky person could win dinner, bed and breakfast on a Sunday night at the Netherwood Hotel in Grange-over-Sands.

Thank you to everyone who submitted an entry – we had a great response and some fantastic suggestions.

We did say in the last edition that we would be announcing not only the winner in this edition but also unveiling our new name. However, we have decided that we want the decision to be made by our Council of Governors – the members of the public and partner organisations

nominated to represent your views. This will happen in the New Year so we will aim to make the announcement in the next edition.

Want to know more about what goes on in the Trust?

This newsletter is a very important method for us to keep our Members up to date but that much happens across our hospitals every day that it is hard to fit it all in! If you want to know more about what goes on in our hospitals or want more detail on what you have read in this newsletter, there are a number of ways for you to this:

Visit our website

www.uhmbt.nhs.uk

Watch our videos on UHMBTV

www.uhmb.nhs.uk/media-centre/uhmb-tv/

Follow us on Twitter –

www.twitter.com/UHMBT

Like us on Facebook –

www.facebook.com/UHMBT

Happy Holidays from us to you!

We'd like to finish this edition of New Horizons by offering a heartfelt thanks to all our Members for their continued support during 2015. This year has been one of real change for us and that is down to the hard work and dedication of our staff, governors, volunteers, partners, and members of the public, so thank you to each and every one of you.

We know that there is much work left to do but we are confident that with the continued support of our local communities, we will rise to the challenge and make further improvements to our services and the experience of all our staff and patients.

Thank you again, and wishing you all the best for a happy holiday season and healthy New Year!