

New Horizons

Summer 2015 Edition

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

Contents

Update on our Care Quality Commission re-inspection - **page 3**

Listening into Action teams make improvements for patients - **page 5**

Update on the Morecambe Bay Investigation - **page 7**

News from around the Trust - **page 11**

Membership Office News - **page 13**

WIN! A night's dinner, bed and breakfast at the Netherwood Hotel, Grange, by re-naming this newsletter! See Page 19

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

Care Quality Commission re-inspects our hospitals

As a Trust, we were rated 'inadequate' by the Care Quality Commission (CQC) following an inspection of our hospitals in February 2014.

The CQC returned to the Trust in mid-July to re-inspect our services and check on progress made following the inspection last year.

During the re-inspection, they visited many wards and departments across our sites, as well as holding focus groups for staff to talk openly and honestly with the CQC about how it feels to work at our Trust.

As part of the re-inspection, the CQC team visited all three of our main hospitals - Furness General Hospital, the Royal Lancaster Infirmary and Westmorland General Hospital - and spoke to hundreds of staff, patients and visitors across the Trust.

The CQC is now examining the data it has gathered, and we expect the final report and overall rating to be published late summer / autumn this year.

Since the inspection last year, staff across our hospitals have been working hard to continue to improve and strengthen the services we offer to patients in a number of areas. Whilst the CQC hasn't shared any indication of our possible overall rating, what was clear was the recognition of the good progress that has been made over the last year in many areas, along with the effort put in by everyone to raise standards.

We received positive feedback about how the inspection team had been made to feel very welcomed and how open and honest everyone was. They were pleased with the improvements made around engagement and the high levels of morale they detected, and also commented on the gains made in improving staffing levels, but noted that we did still have pockets of areas which were proving difficult to fill.

At this stage, we don't have all of the detail around areas of improvement needed or any concerns that they may have, but it is fair to say that the re-inspection highlighted other areas that we need to work on and improve at a faster pace. We will be working on these areas with staff over the coming weeks.

We'll give you more detail about the findings of the re-inspection in the next edition of New Horizons, but in the meantime, we'd like to thank

everyone involved for their hard work, honesty and help during the re-inspection.

Substantial funding announced

We received some good news in late July with two major financial announcements from Monitor and the Department of Health.

Monitor, the regulator for Foundation Trusts, announced that our application for modifications to the 2015/16 tariff (the price paid for treatments) in six areas of care, has been successful.

The variation, called a Local Price Modification (LPM), is the first of its kind in the country to be approved by Monitor, and is in recognition of the geographical challenges our Trust faces treating patients across five sites.

The price modification, which is likely to be in the region of £20m to £25m, will apply to six areas of treatments for our patients:

- Accident and Emergency
- Surgery
- Trauma and Orthopaedics
- Paediatrics
- Women's Health
- Non-elective medical conditions

We will have to apply each financial year for the modification to our tariff.

In addition to this development, it was also announced that Better Care Together - the clinical strategy we have developed with our partners across health and social care - has received an initial investment of £9.9m. The funding has been made from the national transformation fund for the year 2015- 2016 and will be used to implement and accelerate a number of the main Better Care Together initiatives across Morecambe Bay in the coming months.

Both announcements are great votes of confidence in the direction our health community is moving in, and we look forward to telling you about our progress in the next edition of this newsletter.

More information on Better Care Together can be found at <http://www.uhmb.nhs.uk/strategy/>

Our biggest LiA event yet is a roaring success!

Eleven schemes to improve the care offered to our patients were showcased to staff at a special event this summer.

The schemes had all been suggested and led by staff as part of our Listening into Action (LiA) initiative, which aims to implement the improvements suggested by staff across our hospitals.

LiA is a fundamental shift in how we all listen and engage – and was adopted by the Trust last September.

The 'Pass It On' event showcased the Pioneering Schemes - together with two Enabling our People schemes (projects to make staff's working lives easier) at a special event at the Castle Green Hotel in Kendal on 22 June.

Staff had much enthusiasm for their schemes at the event and Jackie Daniel, Chief Executive, told them: "I am in awe at the amount of energy in the room today and can see how passionate you all are about our Trust and how hard you have worked over the past few months despite the challenges we have faced.

"There has been much demonstrable change for our patients and things are starting to look and feel different now. I hope that the infectious enthusiasm that you all have for our Trust remains for many years to come."

After the event Shahnaz Asghar, Public Governor, said: "I felt the passion in the room today for this initiative and I know staff feel empowered to make a difference. Congratulations to everyone involved."

Around 120 frontline staff and governors were present at the event, and enjoyed talks from Jackie Daniel, a fairy tale themed presentation, creative animations, and patient feedback. All schemes hosted a market place with posters and materials for guests to visit and find out more about their work.

Liz McDougall, LiA Lead, said: "It's fantastic to see how much work our teams have committed and it's good to hear and see their energy, passion and commitment to continuing to deliver."

One of the schemes saw the creation of a Diabetic Centre for patients in Morecambe Bay. A space has been identified at the Royal Lancaster

Infirmery, and £50,000 investment agreed towards a refurbishment. The team, led by Deborah Whittle, Advanced Nurse Practitioner, is now looking at ways to fund the day to day operation of the new unit.

Deborah said: “This is a hugely exciting opportunity for us to come together as a team and deliver more specialist clinics that meet the needs of our patients and provide a centre in which patients can not only receive care but meet and learn. The diabetes centre was very popular at our patient conversation event which produced valuable suggestions as to how the centre should be made accessible and welcoming.”

Other schemes included the Dietetics team at Queen Victoria Hospital, Morecambe, going ‘PaperLite’ and developing mobile devices to improve patient care and communication, rather than relying on reams of paperwork, and the early Identification of Acute Kidney Injury within Medical Admissions Unit at Furness General Hospital led by Dr Begho Obale.

The next wave of schemes took on the LiA baton in early July and have the next 20 weeks to move their schemes forward.

The Morecambe Bay Investigation

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, published on 3 March 2015, made 44 recommendations - 18 of which were for us to address as a Trust, with the remainder being for the wider NHS.

What have we been doing?

Since the last edition of New Horizons, we have made good progress, and have met all of the deadlines in the report for achieving the recommendations to date. We have set up seven main projects involved in meeting the recommendations. These project groups are responsible for ensuring certain recommendations are delivered. Below is a short summary of progress for each of them from 1 June - 30 June 2015:

Kirkup Programme

The overall programme management of all the projects to meet the recommendations in full.

- Draft risk register developed
- Action Plans approved by Sub-Committee Chair and noted by Board
- Action plans presented to Quality Surveillance Committee

Clinical Quality

This project is working on meeting Recommendations 5, 6 and 7.

- Updated and finalised action plan
- Milestones according to recommendations 5, 6 and 7 all met
- Group membership and dates of meetings finalised

Education, Learning and Development

This project working on meeting Recommendations 2 and 3.

- Proposal for a three-phased approach supported
- Data collection to inform the gap analysis* for phase 2 started
- Development of action plans for all three phases
- Review of the gap analysis has been undertaken
- Outline training plans to address the gaps have been discussed

*Gap analysis involves the comparison of actual performance with performance we wish to achieve.

Estates

This project is working on meeting Recommendation 17.

- Project group met as the start of the three month planned process of detailed design for the proposed changes to the unit at Furness General Hospital
- Continuing to work on the finer details of the plan with clinical staff and leadership team
- Sketch plan issued of proposed areas of the Women and Children's Unit after development work

Governance

This project is working on meeting Recommendations 9, 11, 12, 13 and 15.

- External Human Factors training undertaken, and Trust Human Factors Lead appointed
- Training package for Patient Relations staff developed
- Internal Audit Plan agreed by Audit Committee
- Electronic training package for incident reporting developed for all staff
- Review of complaints process against National and Ombudsman standards complete – found to be fully compliant

Workforce

This project is working on meeting Recommendations 8, 9, 14 and 16.

- Recruitment and retention Strategy approved by Workforce Committee
- Leadership structure for the Women and Children's Division reviewed
- Review of leadership role descriptions underway
- Action plan reviewed and updated with completed actions described against each recommendation since 2012
- Evidence against completed actions collated

Communications and Engagement

This project is looking at how we communicate updates and key information to staff, patients, families, members, stakeholders, and the general public.

- Public representative accepted invitation to join the group
- Work is underway to co-produce and establish a Public Reference Group (PRG)

- Plans are being developed for service users and professionals to tour other maternity units across the country to get new ideas for the new design of the FGH maternity unit
- Staff information sessions - schedule currently being developed and confirmed

Involving and listening

It is really important that we involve our patients, the public and stakeholders in our work so that we can be sure that what we are doing will really make a difference to them and the services we offer to the local communities. Because of this, each of the project groups has a public member who helps give that 'sense check' to the actions being taken, and give valuable feedback that helps us plan our next steps.

We are also planning to hold an engagement event in September, where we hope to meet with the public to have honest conversations about what they want from our services and how we can involve them more. More information will be shared as soon as possible.

Partnership working

We are working closely with Cumbria Clinical Commissioning Group and Lancashire North Clinical Commissioning Group in regards to the Royal College of Obstetricians and Gynaecologists' review that was published earlier this year to minimise duplication of work and reduce any possible confusion between the two areas of work for the public and staff.

Keeping you updated

More information on the Investigation, including a full list of the recommendations, as well as updates on our progress, can be found on our website at www.uhmb.nhs.uk/morecambe-bayinvestigation/.

We produce monthly updates on progress, which are shared with staff, stakeholders, the media, and placed on the Trust's website for anyone to view at www.uhmb.nhs.uk/morecambebay-investigation/implementing-the-recommendations/.

The dedicated area on our website also includes:

- Each project's 'Highlight Report' which gives information about the actions taken, actions planned and any risks or issues highlighted in that month
- The detailed action plans for each project. It is important to note that as the projects and programme of actions are taken forward,

they are expected to change so these plans will be continually monitored and amended as appropriate

News from across the Trust

UHMBTV launched!

We've launched our very own information channel – UHMBTV! This dedicated channel hosts a collection of films to watch for free about the work taking place around our hospitals.

The films are grouped together under categories – Improvements for Patients; Maintaining Quality and Strategic Leadership. They aim to show different aspects of the care we provide and the work our staff do every day to provide our services. If you'd like to watch our videos then please head to www.uhmb.nhs.uk/media-centre/uhmb-tv/. We hope you enjoy them!

Allied Health Professionals attracted to Morecambe Bay

Allied Health Professionals (AHPs) are clinical staff whose work is vital to seeing and treating patients each and every day. AHPs include radiographers, occupational therapists, physiotherapists, mammographers, dieticians, and speech and language therapists.

In the 12 months from 1 April 2014 to 31 March 2015, an additional 21 AHPs have been employed by our hospitals to support our patients. This brings the total of AHPs working in our hospitals to an impressive 310.

A new film has been produced showcasing the work our AHPs carry out, and is available on UHMBTV or www.vimeo.com/128382803

Patients with dementia benefit from improvements

Patients with dementia have benefited from a variety of innovative schemes which have been introduced in our hospitals recently.

Last year, the Royal Voluntary Service donated £127,000 to the Trust to support patients with dementia.

The buddy system is now in place with the first volunteer starting at the Royal Lancaster Infirmary in May. The scheme is that popular among volunteers, there is now a waiting list!

Volunteers provide care to help inpatients with activities to trigger happy memories, as well as provide companionship and read to them.

Anyone interested in the volunteer positions should email:

[**louisa.balderson@royalvoluntaryservice.org.uk**](mailto:louisa.balderson@royalvoluntaryservice.org.uk)

At Westmorland General Hospital, a new memory wall was officially unveiled in the early summer.

Located within the outpatient department, the display includes photos of scenes around the Lakes from the 1940s to 1970s, which were donated by Abbot Hall Museum, Kendal. A plasma touch screen is also in place which will play music and offer games.

At Furness General Hospital, a new initiative to engage and motivate patients is well underway on Ward 6.

Staff are engaging frail elderly and stroke patients with a host of inspiring activities such as Bingo, Connect Four, reading the daily news, and listening to music.

Anyone wishing to donate games for the sessions can contact ward manager, **Liz Heffernan, on 01229 404498.**

Furness General Hospital welcomes prestigious visitors

Furness General Hospital welcomed two prestigious visitors this summer.

First, the Chief Executive of a national NHS organisation headed home when NHS Confederation Chief Executive Rob Webster, who was born and raised in Barrow, visited the Maternity, Oncology and Critical Care units. He also met with Jackie Daniel, Chief Executive, and other executive directors, to discuss wider issues affecting the Trust.

Another high profile visitor was the Archbishop of York, Dr John Sentamu, who visited the hospital as part of the 'Believe in Barrow' Church Mission events in May.

The visit by Dr Sentamu, who is also the Chancellor of the University of York, was organised by our Chaplaincy service. Dr Sentamu visited the Maternity Ward and the Emergency Department, and met with the Bereavement Team and the Trust's Chair, Medical Director, and Deputy Chief Nurses.

News from the Membership Office

Email user?

If you use email regularly, you may prefer to receive this newsletter by email. You'll also help the Trust save money in printing costs. If you would like to receive this newsletter in this way, please let us know your email address by contacting the Membership Office on the details below.

Talks for our Members

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

These talks covered topics that we know matter to our Members, such as resuscitation, sun and skin cancer, a day in the life of infection prevention, Dying Matters, and improvements across our hospitals.

Further talks are planned in the coming months and details of these are on this page. You can book your place on any of the talks by contacting the Foundation Trust office as above, or online by visiting www.uhmb.nhs.uk/trust/member-seminars

How services will transform under Better Care Together

Talk by: Aaron Cummins, Director of Finance / Deputy Chief Executive and
David Walker, Medical Director

- Tuesday 15 September at the Royal Lancaster Infirmary
- Wednesday 23 September at Westmorland General Hospital
- Tuesday 29 September at Furness General Hospital

The above talks will start at 6pm.

Day Hospitals – supporting people to stay within their home environment

Talk by: Yvonne Goodrick, Matron / Governance Lead - Division of Elective Medicine

- Monday 21 September at the Royal Lancaster Infirmary

The above talk will start at 1.30pm.

Risks, Rates and Outcomes for Lung Cancer in Morecambe Bay (Coinciding with Lung Cancer Awareness Week)

Talk by: Dr Luksza, Consultant Physician, Respiratory Medicine

- Tuesday 3 November at Furness General Hospital
- Wednesday 11 November at Westmorland General Hospital

The above talks will start at 1.30pm.

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.....
.....

Elections for new governors to take place

Elections for Public and Staff governors are taking place. Members will receive their nomination packs around 24 August 2015.

The election closes on Monday 14 September, with results declared on Tuesday 15 September 2015.

Seats in the public constituencies of Barrow and West Cumbria; South Lakeland and North Cumbria, along with staff governors in the Allied Health Professionals; Estates and Management and Administration constituencies, will be contested.

Membership of your hospitals matters

If you would like one of our Governors 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, please contact the membership office on the details on page 6.

Volunteers take on gardening duties!

Public Governor, Shahnaz Asghar, is pictured in the garden outside the Catering Department at Furness General Hospital, tidying and planting a herb garden. She said that it was nice to spend a little time giving something back to the hospital.

Volunteers have also spent time working on one of the courtyards at Westmorland General Hospital.

Thank you to all involved!

Tell us what you think!

Members from the Foundation Trust Office team will be out and about in the community with your local Governors over the coming months and we'd love you to come along and tell them what you think of our hospitals and services.

The dates and locations are below:

- **Wednesday 16 September at 1.30pm**
Out Patients Department, Westmorland General Hospital
- **Tuesday 6 October at 10.30am**
Ulverston Health Centre
- **Thursday 5 November at 1.30pm**
Centenary Main Entrance, Royal Lancaster Infirmary
- **Tuesday 1 December at 1.30pm**
Main Entrance, Furness General Hospital

Your Head Governor writes... By John Kaye, Head Governor

I write this, the Care Quality Commission (CQC) Inspectors are again visiting our hospitals to investigate how much progress we have made since their last inspection when they put the Trust into "Special Measures" due to poor performance.

As part of their investigation, the governors were interviewed and I am very pleased to confirm that we told them what almost everyone else is saying, which is, that our staff have made such progress these last few months, that the Trust is a healthier and happier place to work; this, in turn, improves the standard of service that we deliver. At the end of the session, we were asked "if there is one thing that would make a huge improvement to our work, what might that be?" "More money", said I, and several others. We explained how our geographic location, the demographic of our population and the infrastructure of the road network affects how we do business and how future massive industrial investments within the Barrow to Workington peninsular will swell the area's workforce by many thousands over the next many years and how that will impact upon our services. If we are to deliver the sort of healthcare that every man, woman and child deserves as a basic human right, we must have the tools to build that capability; we need more money.

I am feeling quite optimistic about the outcome of the inspections. However, CQC aside, what has your Council of Governors achieved since my last message? You may remember I mentioned the “out-sourcing” of our pharmacy services and “whistleblowing”.

Well, your Council has since declared, by a substantial majority vote, that it has no faith in the “out-sourcing model” and has asked for evidence from those Trusts that have gone down the in-sourced” route as to how it has worked for them. “In-sourcing” is when the Trust sets up its own fully autonomous company and the resulting service could deliver the same improvements that “out-sourcing” might deliver but return all its profits back into the Trust. When we have this evidence, it will be put to the Council of Governors for consideration and determination.

Regarding the Trust’s “Whistleblowing Policy”, recent events within one of our hospitals has drawn our attention to the current policy which we feel is somewhat inadequate and we will be looking, together with the Board, at the areas where it can be improved to give real protection to staff against any victimisation and bullying, when they highlight any shortcomings in any of the services that we deliver. We are determined to improve such protection for staff because it is everyone’s personal and professional duty to expose any bad practice that they might come across in the Trust.

Your Governors are making a difference for the better but your support strengthens our hand in pursuing the improvements that we desire in everyone’s best healthcare interests.

Why not join the social media revolution taking place at our hospitals?

We recently just welcomed our 5,000th follower on Twitter and our 1,000th like on Facebook.

If you are online, you can use our social media channels to keep up to date with Trust news and the latest information. We even have our own news site where you can subscribe and receive a weekly round-up of news from across the Trust.

We'd love you to join in our conversation at:

Follow us on Twitter –

<https://twitter.com/UHMBT>

Like us on Facebook –

<https://www.facebook.com/UHMBT>

Subscribe to our Weekly Update –

<http://www.freshthinking.uhmb.nhs.uk/>

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 30 September 2015, Conference Room, Furness General Hospital
- Wednesday 28 October 2015, Education Centre, Royal Lancaster Infirmary
- Wednesday 25 November 2015, Boardrooms, Westmorland General Hospital

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

- Thursday 17 September 2015 at 10am, Function House, Castle Green Hotel, Kendal
- Thursday 17 September 2015 – Annual Members' Meeting - 2pm, Function House, Castle Green Hotel, Kendal

- Thursday 19 November 2015 at 2pm – venue to be confirmed

Large print version now available

We now have a large print version of this newsletter 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

Competition - We want your help to rename our newsletter!

If you can come up with the best new name for this newsletter – which is sent to all our public and staff members - you could win Dinner, Bed and Breakfast on a Sunday night at the Netherwood Hotel, Grange over Sands.

The Netherwood Hotel is a beautiful Grade II listed Victorian mansion offering the perfect combination of old world charm and all the essential modern facilities and comforts. Perfectly situated amidst 15 acres of woodland and landscaped gardens, and blessed with breath-taking views across the Morecambe Bay estuary, the beauty of our surroundings is matched only by the warm and welcoming atmosphere, the friendliness and professionalism of our staff and the beautifully preserved original oak-panelled interiors.

To win this fantastic prize we would like your suggestions for a new name for our Newsletter. When we first became a Foundation Trust, nearly five years ago, we felt the title “New Horizons” was appropriate as it reflected our new journey. We now feel it is time to rename our newsletter and we want your suggestions.

To enter, please send us your name, address, telephone number and / or email address by Friday 2 October 2015 to the address on page 6 with your idea of the new title.

All entries will be considered and the winner will be announced in the next edition.

For terms and conditions, please visit the Foundation Trust section of our website at <http://www.uhmb.nhs.uk/trust/>