

A great place to be cared for; a great place to work.

Summary Annual Report 2014/15



Contents

Section	Page
Welcome from Pearse Butler the Chairman and Jackie Daniel, the Chief Executive	4
Highlights, Developments and Achievements	6
Strategic Report and Business Review	8
Our Future Business Plans	10



Chairman's and Chief Executive's Statement



Pearse Butler,
Chairman.



Jackie Daniel,
Chief Executive.

Welcome to the Summary of our Annual Report, 2014/15. You can find a full version on our website, along with our Accounts for the last financial year.

Firstly, we'd like to say well done to our staff in making excellent progress in improving our services this year. It's been a challenging, yet positive year, with the launch of new initiatives like Listening into Action and our Better Care Together Strategy. BCT outlines an ambitious way of delivering better care which also resulted in us being chosen as one of NHS England's 'Vanguard' sites.

"...well done to our staff in making excellent progress..."

Celebrating some excellent achievements

We've also both been very pleased with the way staff have helped bring our improvement plans to fruition, resulting in some impressive achievements:

- We became one of the highest performing Trusts in England for four-hour targets in Accident and Emergency
- We achieved 94.6% harm-free care for our patients
- We lowered Hospital Standardised Mortality Ratio

More staff join us to deliver better care

£3 million was invested into recruitment to ensure our wards are in line with the Executive Chief Nurse's new 'Red Rules for Safety'. We're delighted to welcome an extra 106 nurses, along with 13 consultants and 21 Allied Health Professionals. These are over and above the usual vacancies.

The Morecambe Bay Investigation

Sadly we turn to more grave matters. In March, the Morecambe Bay Investigation report was published. It details the Trust's failure in five main areas of care provided by the Maternity and Neonatal services of the Trust Hospitals from January 2004 to 2013.

We accept the report and all of its recommendations, in full. We've apologised unreservedly, to the families who suffered as a result. The many improvement recommendations, are already being addressed and a Committee of the Trust Board has been set up to oversee progress and report to the Board.

You can find out more about this online at www.uhmb.nhs.uk/morecambe-bay-investigation/

Thanking staff for their commitment and dedication

Finally, we would like to formally recognise the continued professionalism, hard work and dedication of our all of staff, governors, volunteers and partners who work together to improve standards for the benefit of everyone who uses our hospitals.

Going forward, together we will be more open, more willing to accept failings and in turn more determined to constantly improve our services.

The next year is full of challenges, but full of opportunities and rewards too. Let's make even better progress in 2015/16.

Pearse Butler,
Chairman.

Jackie Daniel,
Chief Executive.

Highlights, Developments and Achievements

Over the last 12 months we've made many improvements to the quality of care, patient safety and the patient experience. Here are the highlights of some of our achievements.



Better Care Together

Better Care Together has been developed by the Trust and its partners. It aims to achieve a much more integrated service. Focusing on improving how health services work with social care services, primary and secondary care. The initiative has been chosen to take part in a national programme on transforming care for patients, which is a great achievement for everyone working in and connected with our Trust.



Listening into Action

Listening into Action (LiA) was launched in September 2014. Staff are encouraged to work as a team to identify and make changes that result in a positive difference to patients. It complements what the Trust is doing through its Care Quality Commission Improvement Plan and Better Care Together.

Through Listening into Action (LiA), the Trust is seeking to empower staff and make fundamental change in the way we work. The Trust is delighted that frontline staff are taking responsibility for making improvements for patients.



Gold Standard for End of Life Care

We're proud to report that the Trust has become the second in the country to achieve the Gold Standard Framework (GSF) in end of life care.

We join over 40 Trusts to complete the GSF Acute Hospitals Training two year programme. Besides improving the quality of care, it's also improved coordination and communication, as well as reducing patient time in hospital.

"The Trust's catering department is continuing last year's great work..."



Food and Nutrition Better than Ever

The Trust's catering department is continuing last year's great work by holding several events to highlight the importance of good nutrition in health and social care settings. Catering were also invited to speak at the Hospital Caterers Association's National Conference on the range of innovations being introduced, including 'Food-to-go' bags and community 'meals on wheels'.

Advancing Quality Raising Standards Further

Advancing Quality (AQ) provides NHS Trusts with a set of standards which define and measure good practice. If each measure is delivered to every patient, they'll benefit in receiving the highest standard of care.

In the past year, the Trust's performance has excelled and achieved the following:

- Patients receiving the Appropriate Care Score in AMI (heart attacks) increased by 85%
- Patients suffering from Heart Failure receiving the Appropriate Care Score increased to 72%
- The number of Hip and Knee patients receiving appropriate care increased by 46%
- The number of Pneumonia patients receiving appropriate care increased by 64.7%
- Stroke patients receiving appropriate care in Morecambe Bay has quadrupled in two years

Partnership Working to Improve Patient Care

Using the latest software, Emergency Departments can access a summary of patient information held on GP networks. The systems now work seamlessly together across a variety of organisations speeding up safe and effective health care. This collaboration between local commissioning groups and the Trust, will provide a vital service to the 10% of patients who need to have their GP records accessed.

"In the past year, the Trust's performance has excelled..."

Strategic Report and Business Review

Our Patients

Complaints and Patients Advice and Liaison Service

This year we reviewed our complaints procedure after recognising it wasn't performing well. As a result, we increased support to the Patient Relations Team, so they can manage complaints more effectively. We also revised our Complaints Policy, which now falls in line with the Good Handling Guidance from the Parliamentary and Health Service Ombudsman (PHSO) and Good Practice Standards from the Patient Association. Each case is much more patient focused and the Trust is now compliant in all areas.

Each site has a dedicated Patient Advice and Liaison Service Officer (PALS) who deals with 150 enquiries every month. Their presence is to reduce anxieties and lower complaints from service users.

In 2014/2015, 100% of complaints received were acknowledged within 3 working days and 405 received a written reply within 35 working days. 127 of the 560 cases closed during 2014/2015 received a response after 35 working days.

The number of complaints received in 2014/2015 was 560 and the number of PALS cases 2480. This compares to 481 and 1488 respectively for the same period last year. The increase of PALS contacts is a Trust set objective of 15%, PALS actually achieved a 68% increase.

For 2013/2104, 11 cases were accepted for review by the Parliamentary and Health Service Ombudsman (PHSO). Of these, the PHSO upheld 4 (36%), partly upheld 4, and 3 were not upheld. For 2014/2015, 14 cases were accepted for review by the PHSO. Only 2 were upheld (14%), 5 were partly upheld and 7 were not upheld. While we had an increase of 3 cases that

were accepted by the PHSO we actually had improved on our PHSO outcomes that were upheld by 22%.

Organisational Learning

A new team called the Complaints, Litigation and PALS Group (CLiP) now monitor and improve patient experience. While regular reports to the Quality Committee also provide assurance about how changes are being made as a result. We also have excellent working relationships with a variety of patient representative groups. This ensures the patients' voice is heard and that we act and are responsive to patients' needs.

Friends and Family Test

The Friends and Family Test (FFT) is a national government initiative, which audits inpatient and accident and emergency services as well as maternity services. The Trust measures this through the 'I Want Great Care' initiative. We discovered that between April 2014 and March 2015, 92% of patients were likely to recommend our services. Results are published the NHS England and NHS Choices websites and are displayed locally in wards.

Thank You to Our Volunteers

We're incredibly grateful to all the volunteers we welcome onto our wards. There are more than 350 offering vital support every single day and last year recruitment increased by 60%. We also rely on a number of generous voluntary organisations like the League of Friends and Blood Bikers.

Bereavement Service

This recent service aims to provide a comprehensive support system for expected and sudden deaths and ensures staff follow best practice. There are now 2 full-time Bereavement Liaison Specialist Nurses, across the Trust.

Patient Safety Walkabouts

Patient safety remains a priority for the Trust. The Board of Directors show their continued commitment to safety by carrying out regular, ad-hoc Patient Safety Walkabouts. It provides a great opportunity for patients' and staff voices to be heard, and for the Directors and Governors to make a first-hand assessment of arising safety issues.

Patient-Led Assessments of the Care Environment (PLACE)

In April 2013 the new PLACE standards were introduced. This system assesses the quality of the patient environment and replaces the previous Patient Environment Action Team (PEAT) inspections. A team of 25 patient assessors was enrolled from our local community to appraise areas like dignity and food. We're pleased to report that the Trust scored above the national average for cleanliness and privacy, dignity and wellbeing across all three sites.

Open and Honest Care - Driving Improvement

We've become part of this new programme which supports organisations in becoming more transparent and consistent in publishing safety, effectiveness and experience information, to help improve practice and culture. We now regularly publish performance information regarding harm, staff experience, patient experience, staffing numbers and skill mix.

You can find out more about this online at www.uhmb.nhs.uk/about-us/open-and-honest-care/

"...the Trust is now compliant in all areas."



Our Future Business Plans

The Trust's Recovery

This year, the Trust has made significant progress in its recovery, following a three stage programme of stabilisation, transition and transformation.

- **Quality** – improved mortality (Summary Hospital-level Mortality Indicator data)
- **Performance** – Referral to Treatment (RTT) delivery and cancer targets
- **Governance: workforce and recruitment** – success in international and European nursing recruitment. Delivery of the 4 hour Emergency Department (ED) target remains challenging as does recruitment in radiology, ED and pathology consultants.

A significant area of focus has been the Care Quality Commission Improvement Plan. The Trust has worked hard to address the concerns raised by the CQC and we are confident that our overall rating will improve with a number of services rated 'good'.

Looking forward, 2015/16 will be challenging regarding operations and finance. A number of schemes within our £10m Cost Improvement Programme will also improve patient and staff experience whilst increasing efficiency. We also have a clear direction towards improving our services and our finances under the Better Care Together Vision.

Better Care Together – Vanguard status

The Better Care Together strategy was announced in April as just one of 29 programmes across the country to be awarded Vanguard status by the NHS New Care Models Programme to help deliver the NHS Five Year Forward View.

We are absolutely delighted to receive this additional resource. It recognises that the work of nine NHS and local government organisations, on behalf of the residents of Morecambe Bay, is seeing results. It is a substantial achievement and the money will be used to build on the work of clinicians and staff, and implement and accelerate a number of the main Better Care Together initiatives across Morecambe Bay in the coming months.

These initiatives include the further development of integrated care teams in local communities across Morecambe Bay (teams which offer 'wrap around care' to patients with complex needs) and continuing with our service redesign work in health areas such as planned care (outpatient appointments), and maternity and children's services. The additional resource will also help our plans to invest in Information Technology systems to support the delivery of some of the new Better Care Together new care models. Other initiatives include working towards a more integrated urgent care system in Barrow-in-Furness and the South Lakes. Better Care Together can now also further progress care co-ordination (care of people who need urgent treatment), in Lancaster and Morecambe.

There is a strong emphasis on further developing community involvement across Morecambe Bay, and we look forward to working with our local population to achieve this.

In July, the Trust was delighted where it was announced that our programme would receive £9.9m of new investment from the national transformation fund for the year 2015- 2016.

Finance

Our Trust has been announced as the first in the country to have its application for a modification to the tariff (the price paid for treatments we provide) to be approved.

Monitor, the regulator for Foundation Trusts, made the announcement that the application for the modifications to the 2015/16 tariff in six areas of care has been successful.

The variation, called a Local Price Modification (LPM), was recognition of the geographical challenges the Trust faces treating patients across five sites.

The price modification was likely to be in the region of £20m to £25m and applies to:

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

The Trust will have to apply each financial year for the modification to its tariff.

The Trust is delighted to announce that in July 2015 that a modification of £23m was approved.

“These initiatives include the further development of integrated care teams in local communities across Morecambe Bay...”

Workforce Implementation Plan - Maintaining an Effective Workforce

Overview

The Trust profile by the staff group in February 2015 was 4375.3 whole time equivalent (WTE) and 5142 headcount (H/C). These figures exclude bank workers and all training doctors employed by Pennine Trust.

We'll analyse and benchmark the Trust's workforce against regional, national and external indicators. Some clinical roles are being reviewed to introduce 'cross Bay cover' or cover for all three sites from one location, creating headcount savings. We can also streamline management and are undertaking a skill mix review.

To address domestic recruitment difficulties, we're using international recruitment campaigns, which has resulted in appointing 110 international nurses. The Trust has recently appointed 36 Clinical Healthcare Support Apprentices.

The Future Workforce

'Better Care Together' is working to develop a flexible, integrated and productive workforce. This cultural transformation should enable staff to continuously develop, realise their potential and achieve greater job satisfaction.

We recognise the key challenges in service provision and the changes needed to deliver 7 day services. We're also working to ensure that Francis Report recommendations about safe staffing levels are embedded in the Trust. Measures we're taking include appropriate recruitment, an effective electronic rostering system, skill mix reviews and investment in 'supernumerary' time for Ward Managers.

Moving forward, we've developed a new vision and a set of values. A motivated and well trained workforce results in better outcomes for patients and staff achieve their goals. This will be introduced over the coming year.

Estates Strategy

We've just completed a new Estates Strategy. This provides important improvements to service delivery over the next 10 years. It depends upon external support and extensive finance.

Some of the changes include, estate maintenance, within the first 5 years, costing £59million. Renewal of expired medical equipment, also within the first 5 years, at £25million. Building alterations to meet service developments, with major improvements to the Emergency Department and to Critical Care at Furness. Alterations in the Women's and Children's Service is needed to meet the recommendations of the Morecambe Bay Investigation report.

At the Royal Lancaster Infirmary major works regarding layout will vastly improve efficiency and give the hospital a clear built form for the first time. Car parking space will be increased and plans are underway for a multi-GP surgery on the site.

Commercial Strategy

In 2014/15 the Trust developed a commercial strategy which included proposals for opportunities like growing Private Patient income and marketing some corporate services like IT and procurement. We're also looking to grow non-NHS income to offset the reducing sums available through the commissioning regime. We'll also help the divisions and clinical teams to recognise business opportunities and become commercially aware, based on the principles of delivering high quality care.

Contracting

This year, the Trust had separate contracting arrangements, activities and finance schedules with each of its individual local commissioners.

Working with these commissioners we developed a CQUIN programme focusing on quality outcomes rather than process outcomes. The local schemes were developed concentrating on key quality priorities and are integral to the Trust's Quality Improvement Strategy for patient experience.

For 2015/16, contract planning, the Trust reviewed the two tariff options put forward by Monitor and NHS England in February 2015 and chose the Enhanced Tariff Option (ETO). Whilst more beneficial than the 2015/16 tariff, the ETO still results in significant financial pressure for the Trust.

The potential revenue impact of Better Care Together has been included based on the 2 Year Delivery Plan.

Information and Informatics Strategy

Our Information and Informatics strategy (I3) is integral in supporting clinicians to deliver high quality patient services. We have the tools and the skills to deliver a professional service by improving communications and sharing information. Therefore, over the next three years, the I3 Strategy will drive many Information Technology (IT) and informatics solutions to improving patient care.



Contact us

University Hospitals of Morecambe Bay NHS Foundation Trust
Trust HQ
Westmorland General Hospital
Burton Road
Kendal
LA9 7RG

Email	trusthq@mbht.nhs.uk
Twitter	twitter.com/UHMBT
Facebook	facebook.com/UHMBT
Tel	01539 716695 (Trust HQ)

If you would like to receive this document in another format,
please do not hesitate to contact us.