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# Welcome

We have had a highly successful and productive year at Blackpool Teaching Hospitals NHS Foundation Trust.

Quality and safety of patient care has remained at the forefront of everything we do.

We have achieved a significant reduction in mortality, passed the one year milestone for remaining MRSA free and have developed successful new clinical pathways as part of our Better Care Now Programme.

The Trust has undergone a major investment programme with the opening of our new main entrance, multi-storey car park and our midwifery-led unit on the Victoria Hospital site.

We have also undergone a recruitment drive which has led to more than 180 new nurses and 45 doctors being employed by the Trust.

We would like to thank our dedicated and hard-working staff, members and volunteers for their continued commitment to the Trust. By working in partnership we can achieve an even higher level of patient care.



Gary Doherty



Ian Johnson

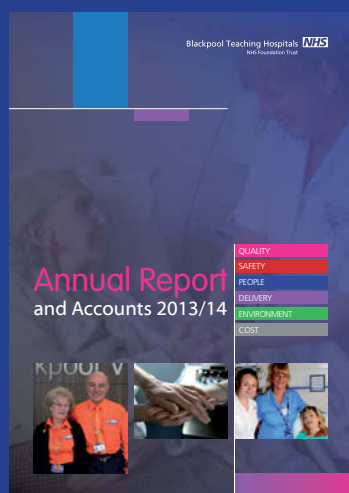
**Gary Doherty**  
Chief Executive

**Ian Johnson**  
Chairman



If you would like to see a copy of the Trust's full Annual Report, Accounts and Quality Accounts for 2013-2014 please see the following:

- Our website at [www.bfwh.nhs.uk](http://www.bfwh.nhs.uk)
- Call us on either 01253 300 000 or 01253 956673



Keep updated on the Trust's latest news:

- Follow us on [Twitter @BlackpoolHosp](https://twitter.com/BlackpoolHosp)
- Like our page at [www.facebook.com/BlackpoolHospitals](https://www.facebook.com/BlackpoolHospitals)
- Visit [www.youtube.com/BFWHospitals](http://www.youtube.com/BFWHospitals)

## Annual Members and Public Meeting

You are invited to join us for the Trust's Annual Members and Public Meeting on September 22nd 2014 at 5.30pm at Blackpool Sixth Form College, Blackpool Old Road, Blackpool, FY3 7LR.

For further details please contact Judith Oates on 01253 956856 for more details.

# Highlights of 2013-2014

## Para-Olympian opens new unit

BRITISH Para-Olympian Shelly Woods officially opened the new Haematology and Oncology Day Unit at Blackpool Victoria Hospital. The unit was created thanks to funding from the Trust's Blue Skies Hospitals Fund and the League of Friends of Blackpool Victoria Hospital.



## New car park and main entrance

AN impressive new main entrance and multi storey car park were built to improve access to the hospital. The £16.5m project will be paid for through retail rents and parking charges.



## Praise for Trust volunteers

THE Trust's volunteers were recognised for giving their time and effort during a special celebration evening. A total of 120 volunteers from acute and community care settings attended the 'Magic of Volunteering' event in May 2013.



## Midwifery-led Unit opens

Mums-to-be can now use the new £680,000 Midwifery-led Unit which opened at Blackpool Victoria Hospital in the summer of 2013. The unit offers state-of-the-art birthing facilities for mums and a home-from-home environment to make the birthing experience as comfortable as possible.



## Simulation Centre opens its doors

Blackpool Victoria Hospital has found new ways to ensure the safety of its patients with the official opening of its Simulation and Skills Suite. The suite offers facilities for health professionals to learn new skills and techniques as part of their training and development.



## Dementia services

Staff and volunteers have created a 'Memory Corridor' specifically for dementia patients. A corridor in the main hospital has been transformed into a multi-sensory experience designed to stimulate and comfort people with dementia. Images of the Pleasure Beach, Stanley Park and other Blackpool sites line the walls. The sounds and smells of the seaside also fill the air.





## £9 million x-ray development

Patients across Blackpool and the Fylde are benefitting from a £9 million investment in radiology equipment. The Trust is in the process of installing more than 100 new pieces of radiology equipment. These include a new CT Scanner, mobile x-ray units, digital x-ray rooms, a new x-ray screening room and vascular intervention lab.



## Queen's Nurses

Six dedicated community nurses received one of the profession's highest honours.

The nurses, who all work for Blackpool Teaching Hospitals NHS Foundation Trust, have been given the title of Queen's Nurse by the Queen's Nursing Institute.

The title is only given to a small number of community nurses each year in recognition of their outstanding contribution to their quality of practice and attention to client and patient care.

## Five star kitchen

For the third year running patients can be assured of the highest standards of hygiene in their local hospital kitchen. Kitchen staff celebrated after being awarded a five star rating for their food hygiene – the highest rating achievable nationally by the Food Standards Agency. Blackpool Victoria Hospital was assessed by Blackpool Borough Council which made an unannounced visit.



## Nurse-led service recognised

A revolutionary nurse-led service was shortlisted for a prestigious British Medical Journal award. The newly-established service at the Trust allows liver patients to have excess fluid drained during a day visit rather than being admitted to hospital for a three to four day period.



# Our services

As well as providing the full range of district hospital services and community health services, such as, adult and children's services, health visiting, community nursing, sexual health services and family planning, stop smoking services and palliative care, the Trust provides tertiary, gastroenterology services, cardiac and haematology services to a 1.6m population catchment area covering Lancashire and South Cumbria. The Trust provides a comprehensive



range of acute hospital services to the population of the Fylde Coast, as well as the millions of holidaymakers who visit each year. The Trust also now provides a wide range of community services to residents in Blackpool, Fylde, Wyre and North Lancashire. We employ 6,729 staff, had a turnover in excess of £370m in 2013-2014 and have a total of 912 beds. Between April 1, 2013, and March 31, 2014, we treated approximately 94,355 day cases and inpatients (elective and non-elective), 305,185 outpatients and had 82,999 A&E attendances. The total number of community contacts was 1,229,933. We utilise assets to the value of £192m to support our services.

## The Trust's main activities are:

- Cardiovascular care at our acclaimed Cardiac Centre.
- Accident and Emergency treatment at Blackpool Victoria Hospital.
- Community Midwifery and Women and Children's Services.
- Clinical research with an 80-strong team of nurses and doctors.
- Community nursing and school nursing.
- Recovery and rehabilitation for a variety of conditions including brain injury, stroke and elderly care.
- Sexual health and family planning services.
- Wellbeing and lifestyle including mental health services, heart health campaigns and smoking cessation services.
- National artificial eye service.
- End of life and palliative care.



## How to access our services

If you need to access any of our services please consult your GP who will be able to direct you to the appropriate department. You can self-refer to some of our services. To find out more go to our website at [www.bfwh.nhs.uk](http://www.bfwh.nhs.uk) or call: 01253 300000.

# Our safety and quality priorities

Patient safety and quality are at the heart of everything that we do.

Our staff are committed to providing safe, high quality care to every patient every time. We believe that staff who enjoy their work and have pride in it, will provide patients with better care.

Our services are constantly changing and improving to meet the needs of the community and we have introduced new initiatives to improve the quality of care and patient experience (please see page 12).

- Infection rates have continued to fall and are now at their lowest levels with a 91% reduction in incidents of Clostridium Difficile and an 89% reduction in incidents of Methicillin-Resistant Staphylococcus Aureus (MRSA) Bacteraemia over the last six years.
- We have seen significant reductions in pressure ulcers and patient falls.
- Ensuring our patients receive a positive experience of care was another priority and we are pleased that we have made improvements in the results of the national patient survey in areas such as privacy and dignity, cleanliness, waiting times and communication between staff and patients.
- Our Better Care Now Programme has developed a number of clinical pathways that impact most on mortality and morbidity, focusing particularly on the first 24-36 hours of patient care. These pathways standardise and improve the care treatments provided to patients and we have seen a reduction in our mortality rates.



# Learning lessons

The Trust values feedback and uses it to monitor and improve services. If our standards are not achieved, the matter is investigated as a Serious Untoward Incident (SUI) and we use the findings to make sure lessons are learned.

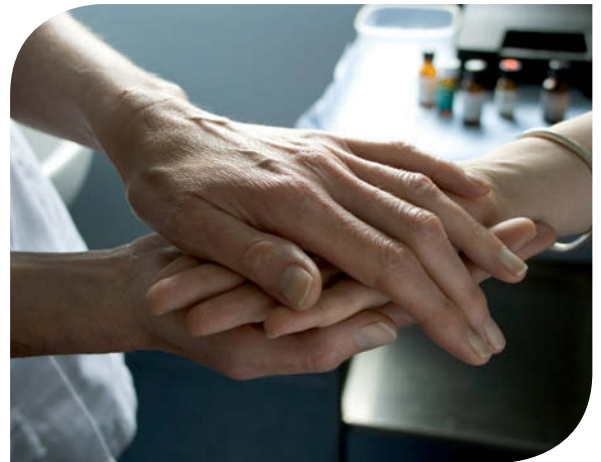
## Tackling issues

There are many health challenges facing Blackpool, Fylde, Wyre, North Lancashire and South Cumbria. Reduced life expectancy is the major health inequality, particularly in Blackpool. We are tackling this through:

- Secondary prevention for cardiovascular disease (CVD) events and improving diabetes management.
- Treating CVD risk for patients with Chronic Obstructive Pulmonary Disease (COPD).
- Reducing smoking in pregnancy, reducing harmful alcohol consumption and providing stop smoking interventions
- Providing 'flu vaccinations for people with existing health conditions and the elderly.

## Improving patient safety and reducing risk

- Our Patient Relations Team learns from patients and makes changes.
- A Shared Decision Making initiative, with staff and patients agreeing care plans, is taking place within our Maternity Services and Heart Failure Teams.
- We have led a successful campaign to cut hospital infections and have passed the year milestone for remaining MRSA free.
- We have developed new clinical pathways through our Better Care Now Programme to ensure the highest levels of care and to reduce mortality rates.
- Our TalkSafe initiative is designed to ensure safety for patients and our staff. TalkSafe enables staff to raise safety concerns and address issues.
- Our Care Home Support Teams and Community Special Needs Teams work to help patients live full lives in the community.

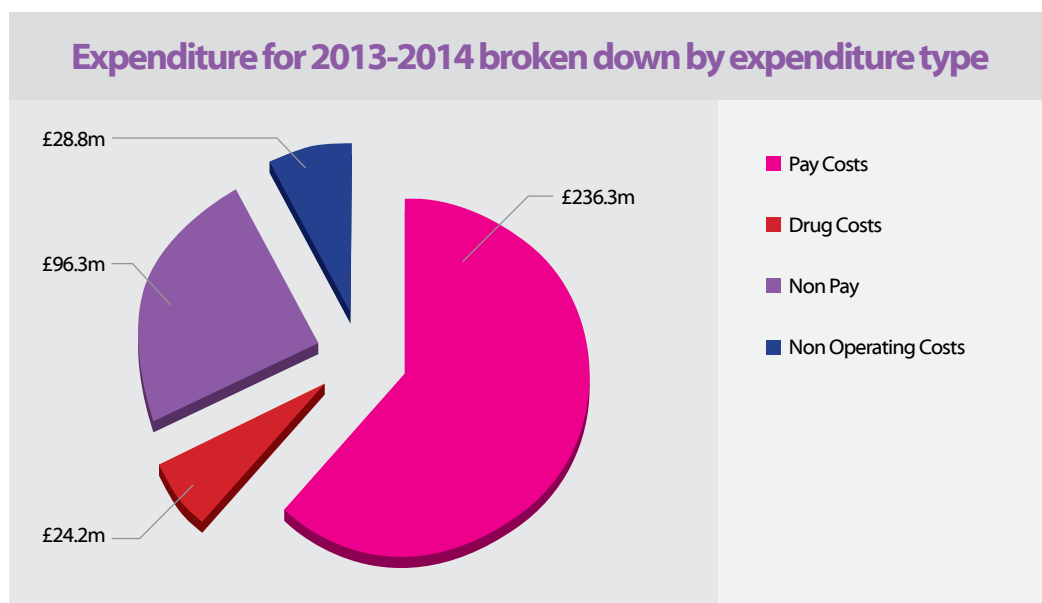




# Our performance

Despite having an extremely busy and challenging year, the Trust delivered on the majority of national and local performance targets and standards and has delivered on a number of strategic development initiatives.

- Monitor (the regulator of Foundation Trusts) has rated Blackpool Teaching Hospitals NHS Foundation Trust 'Green' (no material concerns) for governance risk throughout 2013-2014.
- The Keogh Report highlighted a number of areas of good practice, as well as areas for improvement.
- The Care Quality Commission carried out an inspection of Blackpool Teaching Hospitals NHS Foundation Trust. The report shows the majority of the areas they inspected were rated as "good" – of the 68 ratings given, 42 were good, two were "outstanding", 22 were "requires improvement" and two areas were deemed "inadequate". The overall rating for Blackpool Victoria Hospital was "requires improvement". We are acting on these findings.



## Our finances

As a result of a detailed analysis of the Trust's submitted Quarter 2 2013-2014 Monitoring Return, the independent regulator, Monitor, highlighted a material change to the Trust's financial projections and accordingly requested that the Trust submit a new forecast for the remainder of the 2013-2014 financial year. Before



the reporting of exceptional items, the Trust achieved a surplus of £3.4m for the year. However, taking into account a net loss on the revaluation of assets of £14.7m, net loss on disposal of assets of £0.2m, and net restructuring costs of £0.9m, the deficit was £12.4m for the year.

# Feedback from our patients

The Trust has many ways in which it can learn from our patients' feedback. This could be positive or negative feedback. We feel that feedback is key to us being able to develop and enhance services in hospitals and in the community.



## Friends and Family Test

We use the national Friends and Family Test as an initial feedback mechanism. This has been used since April 2013 for all over 16-year-olds who have been inpatients or who have attended our Emergency Department. Since October 2013 we have implemented this across our Maternity Services.

## You Said, We did

We have started using this simple tool to highlight areas where patients have given us specific feedback so that it is clear where we have taken actions to ensure the issue is resolved and patients' experience in our care is enhanced.



## The Listeners

In order to fully understand the care our patients are receiving, we have recruited and trained a team of volunteers called 'The Listeners' who visit our departments and ask individual patients a series of questions relating to their care in that particular area. This information is fed back to the clinical team so that improvements can be made where needed.

## Patient Safety Walkabouts

The Executive Directors carry out adhoc Patient Safety Walkabouts each week, averaging approximately 10 walkabouts per month. In addition all Executive Directors take ownership of a number of inpatient wards which they visit regularly. This enables staff to seek Executive assistance if required and to have a named Executive Director to call upon.

# Our people

## Our staff

We strive to:

- Enable staff to deliver the best possible care for patients.
- Work in partnership to deliver focused, proven workforce practices.
- Ensure our workforce is focused on delivering excellent patient care.
- We have undergone a major recruitment drive which has led to more than 180 new nurses and 45 doctors being employed by the Trust.



## Our Board of Directors

Our Board of Directors comprises seven Non-Executive Directors (including the Chairman) and six Executive Directors (including the Chief Executive). In addition, there is one non-voting Executive Director. Each director has a shared and equal responsibility for the corporate affairs of the Trust in strategic terms and for promoting the success of the Trust. As a self-governing Foundation Trust, the Board of Directors has ultimate responsibility for the management of the Trust, but is accountable for its stewardship to the Trust's Council of Governors and Foundation Trust Members. In addition, the Trust's performance is scrutinised by Monitor and the Care Quality Commission.

## Our Governors

Our Council of Governors comprises 34 Governors, including 18 Public Governors (elected from the constituencies of Blackpool, Fylde, Wyre, Lancashire and South Cumbria and the North of England), six Staff Governors (elected from the staff groups of Medical & Dental, Nursing & Midwifery, Clinical Support, Non-Clinical Support and Community Health Services) and 10 Appointed Governors (from a range of key stakeholder organisations).



## Our members

The Trust currently has a membership base of 5,642 people and we always welcome more. All members of the public who are aged 16 or over and who live within the boundaries of Blackpool, Fylde and Wyre Borough Councils, or the wider catchment area of Lancashire and South Cumbria for which we provide tertiary cardiac and haematology services, are eligible to become members. Other members of the public who do not fall into these categories, either due to age or place of residence, are eligible to become affiliate members of the Trust. We also have staff members.

**Would you like to become a member? To join us today or for more information, please contact Jacinta Gaynor, Membership and Governors Officer, on 01253 956673, or email [jacinta.gaynor@bfwhospitals.nhs.uk](mailto:jacinta.gaynor@bfwhospitals.nhs.uk).**

# Together we care: Our strategy for 2020

## Our values:

**People Centred:** Serving people is the focus of everything we do.

**Excellence:** Continually striving to provide the best care possible.

**Compassion:** Always demonstrating we care.

**Positive:** Having a can do response whatever the situation.

## Our vision:

- To improve the health and wellbeing of the population through partnership working with health and social care, focusing on ill health prevention, management of long-term conditions and timely access to treatment.
- Our care will be safe, high quality and managed within available resources, provided in the most appropriate environment and to agreed pathways of care.
- Our highly skilled and motivated workforce will be patient-centred, caring and compassionate, living our values every day.



## Our quality goals:

- All patients and carers involved in decisions about their care.
- Zero inappropriate admissions.
- Zero harms.
- Zero delays.
- Compliance with standard pathways.

## Strategic objectives

- To provide an holistic model of care, with treatment undertaken in community settings wherever possible.
- To prevent unnecessary emergency admissions to hospital through delivery of new service models which provide enhanced support in community settings and integrated care for the most needy and frail patients.
- To provide safe, high quality and patient-centred care, using evidence-based pathways to deliver standardised approaches to care with positive outcomes.
- To be financially viable, managing services within available resources, allowing us to invest in our future.
- To support and develop a skilled, motivated and flexible workforce that is able to innovate in the development of our services.



# Developing our services

**Our vision is based on three key themes:**

## Community-centred models of care

The elderly and those living with long term conditions will be better supported by an holistic health and social care system that provides coordinated care in a domiciliary setting or community health centre. Patients will have well-defined care plans that allow health and social care professionals to maintain continuity of care and follow appropriate treatment plans that prevent unnecessary acute admissions. The use of Telehealth to support monitoring of patients in their own homes will be introduced, along with the use of electronic patient records that allow professionals to share records more readily. The use of early supported discharge schemes and 'prehabilitation' models across therapy services will mean shorter lengths of stay for those patients who do require a hospital admission.

## In-hospital care

Admission to hospital will only occur when acute care is necessary, and standardised care pathways will be used across the diagnostic, treatment, recovery and rehabilitation stages

of patient care. The management of emergency admissions will be streamlined to deliver care in an appropriate setting, with improved integration between in-hospital and community centred services to ensure that patients do not stay in hospital any longer than is necessary. Operating theatres and diagnostic services will be used efficiently and effectively, with support from community health and social care services pre- and post-surgery to ensure that length of stay in an acute setting is optimised, with no unnecessary delays at discharge.



## Lancashire partnerships

The Trust will be a key partner in the planning and delivery of safe, high quality, sustainable care across Lancashire and South Cumbria through its willingness to participate in the federation of services and to share resources across local public sector providers.

# Communications, volunteers/ fundraising

## Communicating with our staff

We believe that excellent communication is central to making members of staff feel valued. Our Communications Team engages with staff through team briefings, email news bulletins, Facebook, Twitter and our monthly Grapevine magazine. We produce a fortnightly 'Health Matters' email magazine and our Chief Executive, Gary Doherty, writes a weekly newsletter called 'This Week'. We also organise an annual awards ceremony – the Celebrating Success Awards – to recognise individuals and teams who go the extra mile in their work.



## Volunteers

Our volunteers are hugely important to us. We have more than 450 volunteers working across the Trust. Our volunteer Navigators guide people around our sites and a great many others are working behind the scenes on wards, with the Chaplaincy team, in fundraising and throughout the Trust.



## Fundraising

Blue Skies Hospitals Fund is the charity for Blackpool Teaching Hospitals NHS Foundation Trust. The charity strives to help make the grey skies of ill health blue. To do this Blue Skies funds equipment, amenities and projects to provide better patient care.



Examples of fundraising activities include an abseiling challenge at Blackpool Victoria Hospital's Women and Children's Unit and a bike ride by two cardio thoracic surgeons which raised thousands of pounds.



# Tell us what you think

We would be grateful if you would take the time to provide us with feedback on our services.

Please complete this form, tick all the relevant boxes, detach, fold in half and return to:  
Freeport RRZB-RRAU-TGET, Communications Team, Home 15, Whinney Heys Road,  
Blackpool Victoria Hospital, Blackpool, Lancashire FY3 8NR.

Have you used our services in the past year?  Yes  No

What has been your experience of using our services?

Excellent  good  fair  poor  very poor

Do you think our quality priorities focus on the right issues?

- Yes, definitely
- Yes, for the most part
- No, there are some things missing
- No, they are not right at all

Have you any comments about how we can improve our services?

.....

.....

.....

Your contact details (optional)

Name:

.....

Address:

.....

.....

Postcode:

.....

Telephone:

Mobile:

.....

Email:

.....

Would you like a response to your comments?  Yes  No

Would you like to become a member of Blackpool Teaching Hospitals  
NHS Foundation Trust and keep up to date with all the latest news?  Yes  No

The full Annual Report and Accounts and Quality Accounts for 2013-2014 can be found on the home page of the Trust website at [www.bfwhospitals.nhs.uk](http://www.bfwhospitals.nhs.uk)

Blackpool Teaching Hospitals NHS Foundation Trust,  
Whinney Heys Road, Blackpool, Lancashire FY3 8NR

Tel: 01253 300 000

Email: [Communications@bfwhospitals.nhs.uk](mailto:Communications@bfwhospitals.nhs.uk)

Web: [www.bfwhospitals.nhs.uk](http://www.bfwhospitals.nhs.uk)

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