

Lancashire Care NHS Foundation Trust
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Dear Stakeholder

I am writing to provide you with an update about the outcome of the Trust's CQC inspection that took place in April 2015 and the related rating that has been assigned as part of this inspection process. The Quality Summit has now taken place and the Trust was given an overall rating of requires improvement. The rating means, that some aspects of the Trust's services are not performing as well as they should be and the CQC have set out those area that must be improved.

This rating was amalgamated from 16 inspection reports relating to a range of the Trust's service lines. The CQC spent a week at the Trust and due to its size and scale, managed to see about 30% of its services during this time and spoke to approximately 300 people.

As an organisation aspiring to achieve excellence, a rating of good would have been the best case scenario. However, going into the inspection, the Trust was realistic about the fact that there are challenges in some parts of the organisation and issues that need to be resolved, and was open with the CQC about that. As such, some of the aspects highlighted in the report did not come as a surprise and in many cases work has already started to make the necessary improvements.

The Trust has used this first major inspection under the new format as a learning opportunity and in some respects, the outcome is helpful in that it will provide a clear focus for us to make the necessary improvements, with the support from our commissioners.

What is also positive is that the Trust received an overall rating of good for providing services that are caring and responsive, which would suggest that we have got the basics right and have a solid foundation to build open. The CQC also saw evidence of an open culture and an understanding amongst employees about the duty of candour.

The full and final reports are now available by this link <http://www.lancashirecare.nhs.uk/Care-Quality-Commission>. It is important to recognise that the overall rating is amalgamated from individual inspection reports and that within this there are some services that received a rating of good across all of the CQC's domains. These are; learning disabilities provided from Ormskirk Hospital, community services provided from Longridge Hospital, community based services for people with learning disabilities and autism, community mental health services for older people, child and adolescent mental health wards and whilst the Trust's crisis teams have some improvements to make in one domain they were rated as outstanding for providing effective care to people experiencing a mental health crisis.

The full detail is available in the reports and I thought it would be helpful to provide you with some summary headlines about how the Trust has been rated in terms of the positives aspects of the inspection along with those areas where more focus is clearly required.

Positives

- In the main, Trust employees were observed by the CQC as being responsive, respectful, caring and kind
- The CQC saw evidence of a transparent safety culture, various mechanisms in place for reporting incidents and staff understand the duty of candour
- Local leadership is strong in most areas and staff have an understanding of the Trust's vision and values
- Care and treatment is planned to meet all of the patient's need and the CQC saw evidence based best practice and a multi disciplinary approach to the delivery of care, involving a wide range of clinicians and the patient
- The way that the Trust manages medicines is good overall
- The CQC could see initiatives in place to drive quality and improvements to services
- All of the people using the Trust's community services said that staff were efficient, kind, very helpful and that they felt well looked after.
- The majority of people accessing the Trust's mental health services that the CQC spoke to were positive, saying that staff are caring and respectful.
- The CQC saw that staff related to the Trust's values and brought the principles of them to life in the delivery of care and services with people commenting: "Staff are caring, compassionate and respectful" and "Patients are treated with dignity and respect."

Areas for Improvement

- The CQC recognised that whilst the Trust's governance structure is comprehensive and maturing, we must continue to establish a more consistent approach to governance across clinical services and networks. This is key to ensuring quality, safety and that the Board is sighted on issues
- Some of the environments that the Trust delivers care from are not fit for purpose and this applies to facilities owned by the Trust and those of partner organisations
- The Trust has experienced staffing issues within some of its services and high case loads
- Access to clinical records is variable and this will be addressed by the implementation of electronic care records
- Compliance with training is variable across the Trust's services
- Whilst teams have made every effort to implement the smoke free initiative, there are some areas of the Trust, particularly adult mental health wards and secure services, where there are some challenges and these are mirrored at national level
- The Trust has improved the quality of responses to complaints and now needs to ensure that the learning from them and from incidents is fully embedded and shared across the organisation
- Mental health services for children and young people need a better interface with adult services when a child reaches their 16th birthday and further work is needed with some of the acute hospitals in Lancashire to ensure that young people in a mental health crisis get the support that they need out of hours.
- Whilst improvements have been made in children's services there are still some services where responsiveness is hindered by waiting times
- Although the CQC saw evidence of strong local leadership, supervision and appraisals need to be undertaken regularly and consistently across the organisation
- Occupancy levels are above average in the Trust's mental health wards and work is progressing with commissioners to address this to ensure that the quality of care is not compromised. The CQC noted that the Trust's community mental health teams for adults and older people were working effectively to support people outside of hospital when possible, which is in line with best practice

There were two areas where the CQC gave a rating of inadequate. Several issues were raised in relation to one particular older adult mental health ward in Burnley. Whilst the ward was rated good for providing

effective and responsive care there were some concerns about the ward environment, staffing levels and the ability to keep patients safe in this context. Immediate remedial action has been taken and this includes maintenance work on ward 22 to improve bathroom facilities and maintain the privacy and dignity of patients, the ward environment is being monitored for any risks that could impact on patient safety and improvements are being made to the patient alarm system. On a longer term basis the plan is to replace this ward with improved accommodation and the exact scope of this is being worked through.

Across older adult wards, staffing levels have been increased to support the new shift pattern that started in June 2015 and there has been an increase of between 150% - 294% of care staff. When bank and agency staff are used, every effort is made to fill shifts with staff who are familiar with the wards. An improvement plan has been developed to address training, appraisals and supervision, requirements and progress is being monitored by the Clinical Director.

The Trust's forensic/secure wards also received a rating of inadequate in the responsive domain. The network have worked hard to address this by ensuring that planned leave is meaningful and well supported and have undertaken further work with service users to improve the quality of the food. The implementation of a 7 day Occupational Therapy service model has also commenced. Teams are also working to ensure that faith facilities are promoted and staff are aware how to promptly request visits from individual faith leaders.

A full and comprehensive action plan has been developed and published on the Trust's website, which you can access at <http://www.lancashirecare.nhs.uk/Care-Quality-Commission>. I am confident that these are all actions that can be addressed and in some cases the work has already started and has continued to progress in the last 6 months since the inspection. Progress against this action plan will be reported on a regular basis and published on the Trust website.

Clearly there are some things that we need to do and indeed are already addressing. As such I offer my assurance that whilst we are still on a journey to achieving excellence, I am confident that we have got a solid basis for the delivery of high quality and effective care, provided by compassionate and committed employees. This has been a real learning experience for them, and for the Trust overall, and the constructive feedback that has been provided will be used in that spirit to further develop our workforce and services. I appreciate that you may have further questions after reading the reports and considering them in more detail and have enclosed some frequently asked questions to provide more information and to support you in responding to any queries that you may receive. I would be more than happy to provide further information so please feel free to contact me if this is the case. Thank you for your continued interest and support.

Yours sincerely



Heather Tierney Moore
Chief Executive