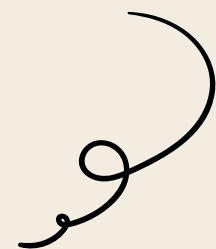


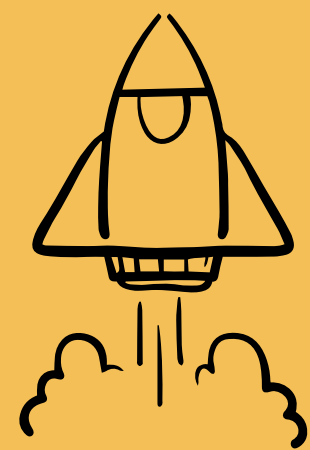


**Lancashire &
South Cumbria**
NHS Foundation Trust



Welcome

from the LSCft Medical Team



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Welcome

Dear colleagues,

I am proud to work in Lancashire and South Cumbria NHS Foundation Trust (LSCft) and even more proud to be Chief Medical Officer.

I have always been ambitious for the Trust and have worked hard to ensure the best for our people and our patients across Lancashire and South Cumbria. I see our doctors and medical leadership to be an essential component for us to deliver the best possible care for patients, carers/families and our communities.

As LSCft moves forward with the ambitious 'Quadruple Aim' strategy, I am keen to recruit the very best doctors and to support everybody to reach their potential, and to ensure we are inclusive, compassionate and able to bring our whole self to work.

For all our doctors we are proud to offer diverse clinical roles across all of the psychiatry specialties in our organisation and proud that we offer development opportunities in medical education, medical management, research, clinical, best practice, continuous improvement, population health/health inequalities and digital.

I look forward to hearing from you and supporting your journey.

Best wishes



Dr Gareth Thomas
Chief Medical Officer (CMO)

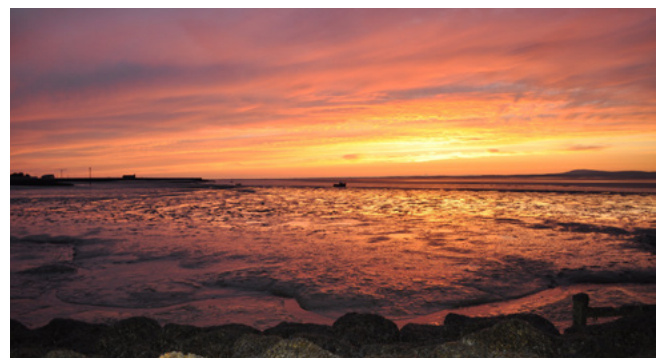
A great place to live

Welcome to Lancashire and South Cumbria

Discover the perfect blend of professional fulfilment and exceptional living in Lancashire and South Cumbria. Our regions boast a myriad of career opportunities against the backdrop of charming towns and stunning landscapes.

Whether you prefer the picturesque countryside or the vibrant city life, our well-connected transportation infrastructure makes it convenient to strike the perfect balance between career and lifestyle. You can effortlessly explore the cultural richness of towns and cities such as Preston, Blackburn and Lancaster or the tranquility and beauty of the Lake District, all within easy reach from your home and workplace.

Beyond the workplace, your family's wellbeing is a top priority, with both Lancashire and South Cumbria offering a range of high quality schools that cater to diverse educational needs. From outstanding primary schools to renowned secondary institutions, our communities are committed to providing an enriching and supportive learning environment for your children and family as they grow.



A great place to work

Lancashire & South Cumbria NHS Foundation Trust (LSCFT) covers the whole of the Lancashire and South Cumbria (LSC) Integrated Care System (ICS) footprint in the North West of the UK

The Trust specialises in secure, inpatient and community mental health services.

The Trust provides services for a population of around 1.5 million people. Lancashire & South Cumbria NHS Foundation Trust covers the whole of the county and employs around 7,500 members of staff across more than 420 sites, working with a multitude of partners to provide health & wellbeing services.

Our vision is to provide the best mental health, learning disability, autism and community based services for the populations we serve.

Our values and behaviours have been developed to help us support each other to deliver the consistently high quality service our communities deserve. The standards apply to all of us, and are a part of everybody's job. That helps the trust achieve its strategic objectives.

Our values are:



**We are
kind**

**We are
respectful**

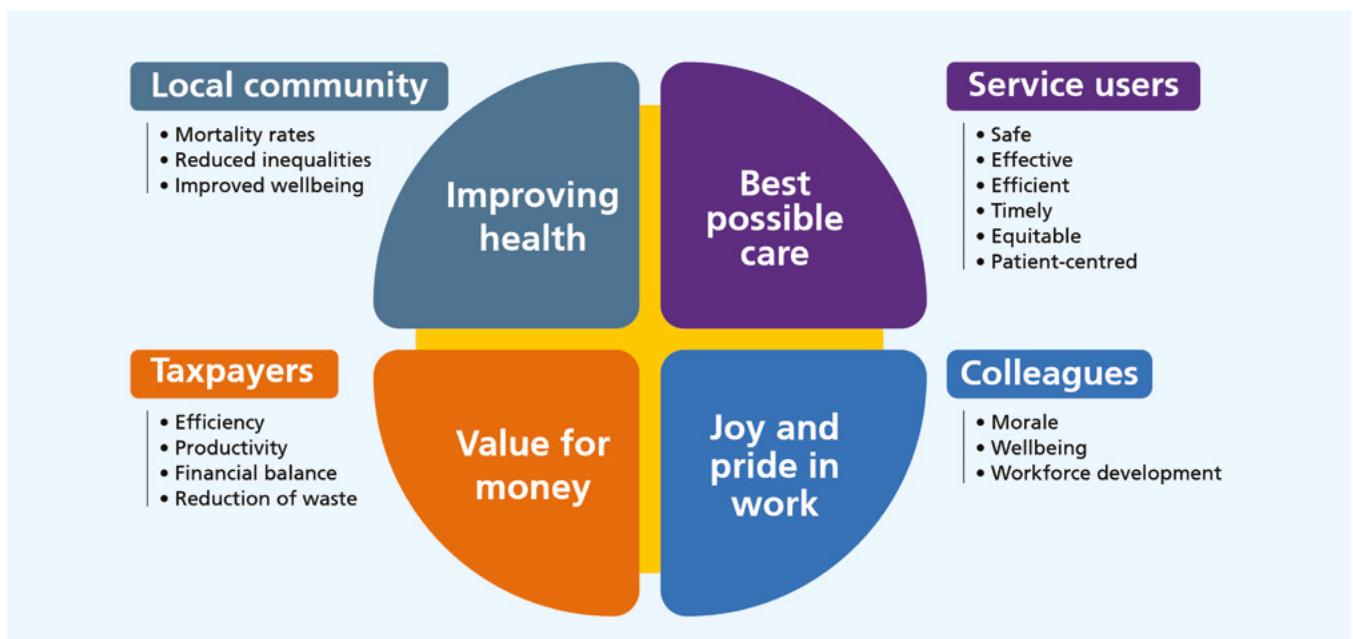
**We are
always learning**

**We are a
team**

Our strategy

The Quadruple Aim is our strategy in LSCft

To achieve our vision we have adopted the Quadruple Aim. This sets out our four main priorities, all of which are intrinsically linked. As an evidence-based approach, we know that it is an effective driver of improvement and quality. Not only that, it absolutely reflects the values and ambitions that we have to focus on our service users, our communities and our colleagues. Throughout the development of our new strategy, we have constantly tested our self against the Quadruple Aim.



Best possible care

Demand for our services has grown, we are working much more closely with our partners in Lancashire and South Cumbria to transform our services to ensure we can provide the best possible care for our patients. This means safe, timely, accessible care for all.

Joy and pride in work

We need to ensure that as one of the largest employers in the region we support, retain and grow our workforce, striving to be the employer of choice where colleagues experience joy and pride in their work. Our colleagues are our most important asset.

Improving health

We are working to improve health within our communities and with that address health inequalities, so that those who need our services most can access them, and when accessed they receive a high quality clinical service.

Value for money

Whilst delivering high quality care, and becoming the best place to work, we need to stay within our budget and provide the most efficient and effective care that we can, demonstrating value for money at all times.

Clinical services

Clinical leadership is at the forefront of our clinical services.

Our clinical services across LSCft include:

Mental health inpatient and community services for working age and older adults including Psychiatry Intensive Care Units (PICUs). There are also Specialist Services, which comprises forensic, dental, eating disorders, perinatal, children and young people, learning disability and autism services and rehabilitation services.

For children and young people there are services for mental health and wellbeing (including child and adolescent mental health services, early intervention services and eating disorders) with both community and inpatient services.

Across LSCft, there are five networks in total. Four are based on geographical regions:

- The Bay (South Cumbria and North Lancashire)
- Fylde Coast (Blackpool, Fylde and Wyre)
- Central and West (Preston and West Lancashire)
- Pennine Lancashire (Blackburn with Darwen, Hyndburn, Ribble Valley, Pendle and Rossendale)

The fifth locality is Specialist Services and covers the whole of LSCft, with specific services including secure services (forensic), dental, eating disorders, perinatal, rehabilitation, children and young people's mental health and learning disability and autism services

A triumvirate of senior leaders lead each network: network medical director (NMD), director of operations (DOO) and director of nursing and quality (DON)

It is the network medical director who has the overarching responsibility for medical workforce and medical governance in each network.





Dr Chukwuma Oraegbunam

Medical HR

We have an award-winning Medical Human Resources (HR) team.

The Trust has a dedicated Medical Human Resources/Medical Relationship team who support all medics working across all services, providing specialist HR advice, support with appraisal and revalidation, recruitment, rostering, annual and study leave, local academic programme, rotations and training posts.



The team has particular expertise in providing support to International Medical Graduates (IMG) doctors before, during and after the recruitment process. Each new starter at the Trust receives bespoke support from the team to support their transition. This may include but is not limited to: house search/viewing support, bank account opening, visa support, an initial induction into IT systems, support on arrival if coming from overseas and much more.

The Medical HR team ensures each of our new doctors receive a thorough HR induction once they have started in post covering many important aspects like booking leave, appraisal systems and mentoring support.

The team is a first port of call for all our doctors rotating at the Trust for any support or queries they have. They are passionate about providing a service where each employed or junior doctor receives a tailored response based on their individual circumstances, and promoting a bespoke service, which resolves issues in a compassionate way. The team has supported many junior doctors in securing longer term employed positions at the Trust when their training has come to an end. Medical HR is available for pastoral queries to help our doctors to settle in to both work and home life, which include providing support at evenings or weekends.

Professional standards appraisal and revalidation

Feedback about our appraisal process and our appraisers is very positive.

We have very high appraisal compliance rates, with no recommendations of non- engagement being made to the GMC by the Trust since the introduction of revalidation over a decade ago. An appraisal support team, including a Medical Appraisal Lead, is on-hand to provide advice and guidance at all times, and to arrange ongoing development for appraisers to ensure all our doctors have the best possible appraisal experience. Frequent opportunities are available for doctors to become appraisers with full training provided and ongoing support via the Appraiser Peer Support Group (APSG).



We have fully adopted a focus on wellbeing and support, and a reduced emphasis on documentation and paperwork, and continue to promote this to ensure appraisal is a valuable, useful experience for our doctors to reach their potential and to deliver outstanding patient care.

Our approach to managing concerns about doctors is focused on compassion, support and learning. We have introduced a culture and process which aims for local, timely resolution between the doctor and their medical manager, which seeks to understand the doctor's view, explore how they are feeling, and agree any support they need. Advice and support is available from the medical directorate, who can signpost to resources relevant to each individual case, recognising the need to provide specific support, and approaches to resolution, dependent on the situation and the needs of the doctor involved.

Our approach has been successful in reducing the number of formal investigations required under the Maintaining High Professional Standards framework.

Medical education

A proud, inclusive Undergraduate and Postgraduate Team.

We provide training for medical undergraduates from a number of medical schools from across the region including Manchester, Liverpool and Lancaster Universities as well as training for Foundation Year doctors, General Practice (GP trainees), Core Trainees (CTs) in Psychiatry and Specialty Trainees (STs) in all of the psychiatry specialties.

We are a leading Trust in the development of Staff, Associate Specialist and Specialty (SAS) doctors and how to progress these doctors through the Certificate of Eligibility for Specialist Registration (CESR) process and to be approved clinician applications.



Developing your role as a clinical and educational supervisor is key for us. All of our trainers are fully accredited with the General Medical Council (GMC). We have a Supervisor Peer Support Group to develop our supervisors and an annual Educator's Conference. Trainer development is a part of the medical appraisal and revalidation.

We are committed to improvement including our work on fatigue and wellbeing, exam development, the consultant interview skills simulation workshops, the careers conversation programme and the support for less than full time (LTFT) trainees.



The team lead on the Fellowship Programmes which include medical education, health informatics and medical management to develop the next generation of leaders.

The team also lead on the 'New Consultant Peer Group' to help bridge the gap to the new role as a consultant psychiatrist.

Mentorship

The mentoring programme for doctors helps us reach our potential.

The Trust has invested a lot in setting up a robust mentoring scheme for doctors, as we understand the value of mentoring for our doctors, the organisation, and, by extension, the patients we care for.

Supporting our doctors is an integral part of the Trust's strategy. It is important that our doctors receive the right support from the start in order for them to build resilience, function optimally, maintain a good work life balance and achieve their full potential.

Progressing to a more senior role in the NHS can be a significant transition for many doctors, as they adjust to working more independently, and navigating the various challenges and responsibilities this role brings. Mentoring can support them through the initial year of being in a new role at LSCft with the ultimate aim of making them feel more confident, supported and valued.

Trained mentors will share knowledge and experience in a safe confidential space and anybody at any stage in their career can sign up to be a mentor, a mentee, or both. Formal and refresher training is available along with ongoing support throughout the mentoring programme for our mentors as part of the Mentorship Peer Support Group.

Mentoring can provide support in job planning, leadership and management, furthering professional development and navigating appraisal requirements. Providing mentorship can give you the opportunity to enhance your leadership, emotional intelligence and communication skills.



Dr Amith Paramel



Research and development

We have an experienced Research and Development team to support you.

The Research Department works closely with key local research partners such as Lancaster University, the University of Central Lancashire (UCLan) and the University of Manchester. The department is a member of the Lancaster Health Hub, which is a cluster of the local NHS organisations and Lancaster University working collaboratively to develop business around research and development.

The Research and Development Team is an experienced and established team comprising of both clinical and non-clinical support staff. We provide skilled support and facilitation for the delivery of research and the development of grant applications. We will advise staff at all stages of grant development and horizon scan to promote funding opportunities to researchers. We will signpost to key partners including Higher Education Institutes and the National Institute for Health Research (NIHR).

The Lancashire Clinical Research Facility (LCRF) is a collaboration between Lancashire Teaching Hospitals NHS Foundation Trust, Lancashire and South Cumbria NHS Foundation Trust, Lancaster University and UCLan resulting in a fusion of physical and mental health research expertise to benefit patients. This allows our collaborative team to share expertise, reducing the burden on outpatient clinics whilst still providing a comfortable and safe clinical environment for our patients.

Studies suggest that patients who receive care in research active institutions have better health outcomes than patients who are treated in a non-research environment. Therefore, being a part of research means you are actively helping improve the standard of healthcare for our patients. We are also answering research questions and helping to build a body of evidence to inform healthcare.



Quality improvement

The best organisations have quality improvement embedded.

Quality improvement is a systematic approach to making a difference to patients by improving safety, effectiveness, and experience of care. By engaging in quality improvement, it will enable you to acquire, assimilate, and apply important professional capabilities such as managing complexity and training in human factors. For clinical trainees, it is a chance to improve care; develop leadership and time management skills to help your career development. For more experienced clinicians, it is an opportunity to address longstanding concerns about the way in which care processes and systems are delivered, and to strengthen your leadership for improvement skills.

Taking a consistent approach is key, so at LSCft we use the Institute for Health Improvement (IHI) Model for improvement and 'lean'. Our aim is to support the building of capacity and capability for improvement across LSCft. We will provide advice and support on how to use quality improvement approaches and methodologies, to enable you to make the changes in partnership with service users and patients to improve delivery, care and experience.

We will do this in a number of ways:

- A programme of improvement training: from the basics of quality improvement, through to our Fellowship Programme, where fellows graduate with a Post Graduate Certificate in Improvement and Innovation and Matthew Syed Consulting's 'Growth Mindset' - a number of our doctors have completed this.
- Facilitating 'Break Through Series Collaboratives', 'Empower' and 'Rapid Process Improvement Workshops'.



Pharmacy and medicines management

We have a well-established Pharmacy and Medicines Management Team.

The Medicines Management Team has a proven, long-standing history of proactive clinical involvement as integral members of the multidisciplinary team. Over 90 pharmacists, pharmacy technicians, pharmacy assistants and medicines management nurses work alongside clinical teams within inpatient and community services to ensure high standards of medicines optimisation across all Trust networks.

They are available to answer medicines queries from colleagues and to support individual patient discussions ensuring evidence based treatment plans for both inpatients and community patients.

They deliver training to medical colleagues through forums such as 'Kick Start Psychiatry', local and Trust induction programmes. The Electronic Prescribing and Medicines Administration (EPMA) Team provides an induction for prescribers and are readily contactable for support and advice. An EPMA competency assessment is coordinated for Foundation Year one doctors, providing a supportive mechanism to assure prescribing competence at a key stage.

Nominated pharmacy leads work alongside clinical audit and medical leads to deliver Prescribing Observatory for Mental Health (POMH-UK) national audits.



Mental health law

We have an established Mental Health Law Team to support you.

The Mental Health Law Team supports the administration and monitoring of Mental Health Act (MHA) compliance across the Trust's footprint. The Mental Health Law Team are based within the majority of inpatient settings and work closely with Responsible Clinicians and other members of the multi-disciplinary team to ensure compliance with the Mental Health Act and the Mental Health Act Code of Practice.

The Mental Health Law Team take a lead on the management and implementation of Mental Health Law, assisting the networks with compliance and providing assurance in relation to mental health law to the Board.

We support our doctors by:

- Provision and management of a MHA administration service in each network.
- Provision of expert advice and guidance to the Trust.
- Process and recording of legal paperwork ensuring patients are legally detained. Ensuring patients are made aware of their rights.
- Coordinating the hearings process including supporting medical staff. Supporting clinicians with monitoring of deadlines and coordinating availability. Provision of templates to ensure reports cover all key aspects.
- Liaise with solicitors and independent mental health advocates. Managing the use of the Mental Health Act:
 - » Flagging of key dates such as expiry or consent to treatment. Providing a regular MHA status report which alerts actions required.
 - » Sending reminders to the responsible clinician when action is required.
 - » Ensuring referrals are made to tribunals and hospital managers.
 - » Provide specialist insight into CQC MHA visits and response plans.
 - » Support with the interface with the Mental Capacity Act (MCA).

Clinical audit and effectiveness

Doctors play a fundamental role in clinical audit and clinical standards.

While clinical audit is fundamentally a quality improvement process that provides the opportunity for ongoing review and service development, it also plays a role in providing assurance on quality of clinical care which we provide.

The audit programme is responsive to the needs of each service within the Trust and as such a Clinical Audit Facilitator is responsible for providing that support for each network. This is primarily to support the priority programme but also provide advice and guidance when in particular senior medical colleagues are required to undertake clinical audit and possibly considering presenting this work.



The organisation has an extensive clinical audit programme which aims to support clinical services to provide care in line with best practice. With a wide range of Best Practice Groups to support the clinical audit programme, there are many examples of audits leading to change in services.

The organisation is committed to support a clinically led organisation and therefore supportive of utilising a series of best practice groups, which has doctors both attending and leading. The aim of the best practice groups is to improve quality to ensure patients have the best possible experience of care. Given this, the groups must be clinically led with support from operational management.

The Trust also has a well-established Mortality Review Programme. This supports the principles of the National Learning from Deaths Guidance (2017), ensuring there is oversight and proportionate review of natural cause deaths, extending focus beyond patient safety incident investigation. We are keen that doctors participate in the programme and complete the structured judgement review to ensure learning.

Patient safety

We are proud to have created a culture of safety and learning.

Patient safety is our top priority and at the Trust we are fostering a culture of learning and improvement, with the launch of our Just Culture Charter. We know that occasionally in healthcare things can go wrong – we are all human. What is important is that colleagues feel able to report incidents and concerns relating to patient safety, we are open and transparent, investigate, learn and improve.

We recognise that for us all to be able to learn effectively, we need a culture that is fair, where colleagues feel psychologically safe and able to speak up if things go wrong or to stop problems occurring; to create more spaces and opportunities for colleagues to learn in a range of ways and not feel the need to behave defensively to protect themselves

To support and share learning we have:

- Fully embedded our Patient Safety Incident Response Framework (PSIRF) priorities Local network patient safety meetings and a Trust wide Safety Summit.
- A weekly Patient Safety Update and quarterly Learning Lessons Bulletin. Monthly Learning Lessons Session.
- Aligned Patient Safety and Continuous Improvement teams so patient safety incidents inform improvement priorities with opportunities for all staff to access continuous improvement training opportunities that range from e-learning to our Quality Improvement Fellowship Programme.
- Grand Rounds with a programme of five events per year, one per network linked to our Patient Safety Incident Response Framework (PSIRF) priorities.
- A programme of thematic review learning events – how to do thematic reviews and what we learn from them.
- Bespoke training opportunities including mock inquest training, human factors.
- For incidents with harm, there are facilitated rapid learning reviews based on the after action review process, providing opportunity for all staff involved to reflect.





Dr Manoj Rajagopal

Digital

Our Digital Team is clinically led and provide opportunities for doctors.

The Digital Team are responsible for the delivery of a range of services such as the IT Helpdesk, clinical systems, app management, business intelligence and cybersecurity.

The Digital Team are supported clinically by the Clinical Informatics Team. This team supports the implementation of new clinical systems and technologies. Whilst this is a small team relative to the size of the organisation, it is intended that in future, they will be much more involved with influencing the development of clinical dashboards and data that is relevant to our clinical staff.

The team is led by the Chief Clinical Information Officer (CCIO) who reports directly to the Chief Medical Officer. The Clinical Informatics team also includes associate CCIOs, a chief nursing information officer, and two full time digital nurses. Examples of their projects have included leading on the development of the shared care record to allow sharing of information across providers.

The team provides the opportunity for a higher trainee, specialty doctor or new consultant to become a Clinical Informatics Fellow. This supports them to develop skills in using digital innovations to improve healthcare. Successful applicants join the Clinical Informatics Team for a period of twelve months and will complete a Quality Improvement project under the supervision of a clinical informatician. Fellows will be able to gain further experience by shadowing colleagues in their work, and by attending regular team meetings. In the future, there are plans to create a second fellowship role which will focus on using data to improve healthcare outcomes.



Freedom to Speak Up

It is important that we hear concerns from our doctors.

When things go wrong we need to make sure that lessons are learnt and improvement occurs. If we think that something is wrong, it is important that we all feel able to speak up so that potential harm is avoided.

Even when things are going well, but could be made better, we should feel able to say something and should expect that what we say is listened to and used as an opportunity for improvement.

The Trust is committed to creating an open and honest culture, which is just and dedicated to learning and continuous improvement. We believe that our staff feeling able and safe to speak up when things are wrong is essential to achieving this. The Trust Board fully commits itself to supporting staff to speak up, listening to staff when they speak up, and to taking action when they do to learn and improve. The Trust is also committed to ensuring that no person suffers detriment for speaking up.

Our Freedom to Speak Up vision is based on five principles: all staff feel confident to speak up and know how to do so; all staff feel safe to speak up; all concerns are fully considered and reviewed; speaking up makes a difference – we listen, learn and improve and concerns are well received, welcomed and thanked at all levels.

The Trust's Freedom to Speak Up Guardians fully engage with the National Guardian's Office and the local regional networks of Freedom to Speak Up Guardians to learn and share best practice.



**National
Guardian**
Freedom to Speak Up

Diversity and inclusion

It is fundamentally important to ensure that diversity and inclusion is central to all of our work in LSCft.

At Lancashire and South Cumbria NHS Foundation Trust we are committed to ensuring that everyone involved in the Trust, including staff, service users and carers are treated equitably and with dignity and respect.

We are working hard to ensure our workforce reflects the diversity within Lancashire and South Cumbria and that our services meet the needs of our local communities.

Trust employees have collaborated to define what equality, diversity and inclusion mean to them.

Here are some things we have achieved so far:

- Inclusive recruitment – we have an inclusive recruitment toolkit.
- We have a zero tolerance approach to discrimination of any kind and aim to listen, support and take action when colleagues have experienced bullying or discrimination.
- We have a number of learning and development programmes, including an allyship programme and civility and respect training.
- We have several active staff networks, including LGBTQ+, disability and for international colleagues including a Medics Race Equality Network (MREN) which drive through change – this has included the Women's Network providing free sanitary products for colleagues and providing more support for breastfeeding.
- There is a Medical Race Equality Network, so far this has organised wellbeing walks, talks from Trust leaders and educational and reflective sessions.
- We continually assess our progress against key standards which look at race, disability, sexual orientation, and gender identity.
- Together, we need to do more and we will...





Dr Heba Elrafei

Celebrating success

We are proud of our doctors and want to celebrate their expertise.



We are proud to recognise and celebrate the fantastic achievements of our doctors in LSCft. We run a series of awards within the trust which includes our Medical Education awards (the 'Gosall Awards' named after our late great colleague Dr Gural Gosall) and our Psychiatry Awards.

We also ensure that our doctors are nominated for other awards which include the North West SAS Doctors Awards.

The Trust also has Time to Shine Awards. These are a celebration of all the hard work that happens across Lancashire and South Cumbria NHS Foundation Trust to provide high quality care for our patients.

All of the award winners and those shortlisted are nominated into the regional Royal College of Psychiatry North West Division awards as we want to showcase the fantastic work of our doctors on a wider stage.



Specialty and Associate Specialist (SAS) doctors

We are very proud our Specialty and Associate Specialist (SAS) doctors.

We are very proud of the work we have done to develop our Specialty and Associate Specialist (SAS) doctors, with many of our doctors choosing to be SAS by choice but we also support many of our doctors with the Portfolio Pathway, formerly known as the Certificate of Eligibility, for the Specialist Register (CESR) and progression to be a substantive consultant.

We have thriving SAS development days, which include both academic and pastoral elements, meeting every two months to drive forward the developments of this group of doctors. These development days also support with nurturing leadership skills in many areas including medical management, quality improvement and education.

The Fellowship Programmes run by the Medical Education Team are open to all SAS doctors and are aimed at giving doctors the opportunity to develop skills in medical education, medical management and digital. We also have SAS doctors who participate in the Trust wide Improvement Fellowship which includes a PGCert.

We also have an excellent Certificate of Eligibility for Specialist Registration (CESR) Development Peer Group, led by medical education, which meets every month to drive forward the educational developments for this group of doctors. There are also 'CESR Coaches' who are senior doctors with experience of CESR who support our doctors to prepare for CESR. There is also an 'Approved Clinician' Peer Group to support our SAS doctors.

A number of our SAS doctors have won local and regional awards in the past few years and we are proud of their achievements.



Are you interested in joining us in LSCft?

We want to support you to reach your potential.

Recognising the diversity of needs, we offer roles which are tailored to your own interests and expertise and invite you to explore customised job plans tailored to your growth.

Our flexible approach extends to split posts and dual role opportunities.

For all our doctors, we aim to develop skills in clinical leadership, medical management, research, clinical pathway development, continuous improvement, clinical education, and the integration of new digital solutions.

Your journey with us promises a unique blend of professional development and personal fulfilment.

[For more information contact Medical Staffing \(please click here to be re-directed\)](#)

We look forward to hearing from you!



Follow us on social media



lscft.nhs.uk

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