



*Providing safe, clean and friendly care*

# Care – As Care Should Be

## Nursing and Care Staff Strategy

### 2013-2016



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## FOREWORD

The people of Southport, Ormskirk and the surrounding district have entrusted us with the privilege of caring for their loved ones when they are at their most vulnerable.

The Nursing and Care Staff of Southport and Ormskirk Hospital NHS Trust Integrated Care Organisation (ICO) recognise the enormous responsibility that accompanies this duty and will not fall short in our endeavour to ensure that we get it right every time and so deliver Care – As Care Should Be.

The public and our staff expect that the care we give will be responsive to individual need, of the required standard and will do what it is meant to. Therefore, the care and treatment given by the staff of Southport and Ormskirk Hospital NHS Trust Integrated Care Organisation will be of the same standard that we would expect ourselves or our loved ones to receive. We will make sure that families and carers feel able to leave their loved ones in our charge, confident that we will keep them safe. We will not allow bad care experiences to erode the trust our community has placed in us

The commitment to provide safe and effective care starts with the Trust Board who recognise this as the reason the Trust exists. That is why we consider that **all** Staff within Southport & Ormskirk Hospital NHS Trust Integrated Care Organisation are involved in the delivery of that care and as such are the guardians of care; therefore, this document sets out the Trust’s expectation of all staff during the period 2013-2016. The views of patients, relatives and carers will contribute towards the evaluation of achievement of our aim.

### THE TRUST BOARD OF SOUTHPORT & ORMSKIRK HOSPITAL NHS TRUST

			
<b>Liz Yates</b> Director of Nursing & Quality		<b>Rob Gillies</b> Executive Medical Director	
			
<b>Sir Ron Watson</b> CHAIR		<b>Dr Jonathan Parry</b> CEO	
<b>Paul Burns</b> Non Executive Director	-/-	<b>Rodney Dykes</b> Non Executive Director	-/-
<b>Sheilah Finnegan</b> Chief Operating Officer		<b>Sue Fowler-Johnson</b> Non Executive Director	

<b>Janette Newman</b> <b>Non Executive Director</b>		<b>Graham Slee</b> <b>Vice Chair</b>	
<b>Damian Reed</b> <b>Deputy CEO &amp; Director of Finance</b>		<b>Sharon Partington</b> <b>Director of Human Resources &amp; Organisational Development</b>	
<b>Caroline Whalley-Hunter</b> <b>Non Executive Director</b>			

## WHAT MATTERS MOST?

It is important that Care - As Care Should Be reflects what matters most to patients, our staff and the NHS as a whole. According to national research conducted by Roberts et al (2011) the following matter most to patients.

### What matters most to patients?

- Feeling informed and being given options
- Staff who listen and spend time with patients
- Being treated as a person not a number
- Patient involvement in care and being able to ask questions
- The value of support services
- Efficient Processes

**Roberts et al (2011)**

### What matters most to our Staff?

- Patient Care as the main focus of the organisation
- Putting things right if we get it wrong
- Increased opportunity to share best practice/Working better together
- Pride in our Trust (ICO)
- The right resources to do the job
- Mutual respect – being valued and listened to
- Empowerment to Act
- Improving the patient experience

**Francis Listening Events & Listening Into Action Conversations (2013)**

### What matters most to the NHS?

- Preventing people from dying prematurely
- Enhancing the quality of life for people with long term conditions
- Helping people recover from episodes of ill health or following injury
- Ensuring that people have a positive experience of care
- Treating and caring for people in a safe environment and protecting them from avoidable harm

**NHS Outcomes Framework (2012-2013)**

- Delivery of the 6Cs (Care, Compassion, Competence, Communication, Courage, Commitment)

**Compassion in Practice (2012)**

## WHAT OUR PATIENTS AND CARERS EXPECT FROM SOUTHPORT & ORMSKIRK HOSPITAL NHS TRUST

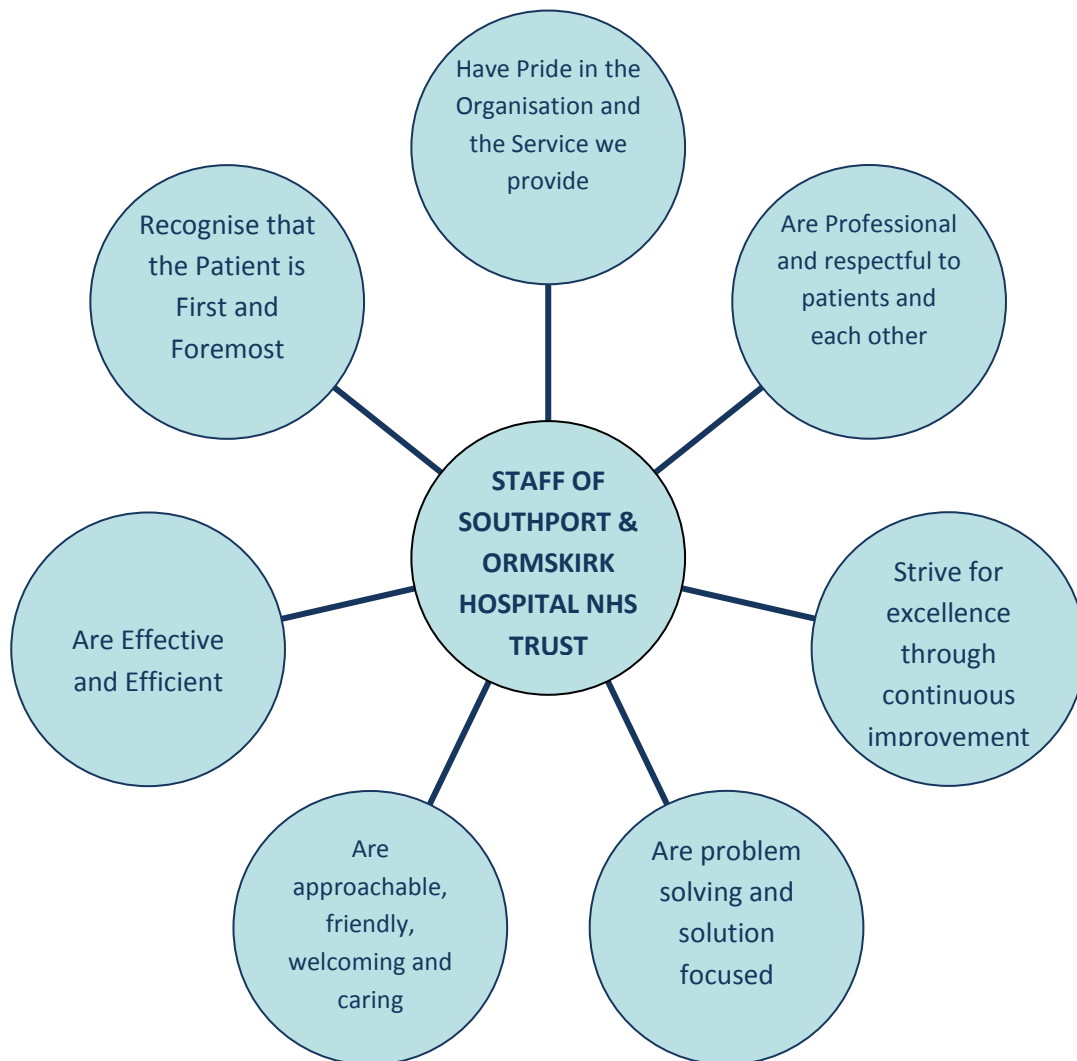
The research of Roberts et al (2011) was tested locally by holding a consultation exercise, hosted by West Lancashire Council for Voluntary Services, in order to ensure that the strategy reflected what was important to our local population.

The results of the consultation are summarised in the graph below.



## WHAT SOUTHPORT & ORMSKIRK HOSPITAL NHS TRUST EXPECTS FROM ITS STAFF

In order to deliver the standards of care both we and our patients and service users expect it is important that our staff know what the organisation expects from those who work in it.



Examples of how these expectations can be exhibited in the behaviour of our staff are included in the following table. It is expected that this will be shared with all existing staff and with prospective staff prior to and during recruitment.

## HOW STAFF WILL DELIVER THE EXPECTATIONS OF THE TRUST

<b>RECOGNISE THAT THE PATIENT IS FIRST AND FOREMOST</b>	<b>PRIDE IN THE ORGANISATION AND THE SERVICE WE PROVIDE</b>	<b>RESPECTFUL TO PATIENTS AND TO EACH OTHER</b>	<b>EXCELLENCE THROUGH CONTINUOUS IMPROVEMENT</b>	<b>EFFECTIVE AND EFFICIENT</b>	<b>APPROACHABLE, FRIENDLY, WELCOMING AND CARING</b>	<b>PROBLEM SOLVING AND SOLUTION FOCUSED</b>
Make the care of people your first concern	Abide by the Mandatory Professional Standards. Be an ambassador for the Trust, promoting its values and services.	Treat people as individuals, kindly, considerately and respecting their dignity	Feedback from patients, relatives and carers should be discussed and responded to	Provide a high standard of practice at all times maintaining accurate and contemporaneous records of care and treatment given.	Never too busy to care. Acknowledge patients, visitors and colleagues and make time to understand their needs	Work co-operatively within teams and respect the skill, expertise and contributions of your colleagues
Work with others to protect and promote the health and well being of those in your care, their families and carers and the wider community	Be Open and Honest, act with integrity and uphold the reputation of your profession. Always make a good and lasting impression.	Treat colleagues and visitors as equals and with respect and dignity	Provide honest response to concerns raised learning lessons and improving and changing practise where required.	Disclose information if you believe someone may be a t risk of harm. Be aware of own limitations	Listen. Complete every procedure with empathy and compassion - as if it were the first time – as it probably is for the patient.	Put the safety of the patient as your priority. Act without delay if you believe that you, a colleague or anyone else may be putting someone at risk.
Take action to ensure that the fundamentals of care are provided to each and every person.	Recognise that Ward Sisters, Charge Nurses, Team and Department Leaders are accountable for the care standards, dignity and well being of patients in their area of responsibility	Respect the role of all colleagues, acknowledging their contribution to patients and the Trust	Work with colleagues to monitor the quality of your work and maintain the safety of those in your care	Take responsibility for own timekeeping and absence recognising the impact these may have on the service we are able to provide and also on colleagues	Take pride in your appearance and in your surroundings	Take responsibility for making things happen. Offer to participate in and outside service area where skill and experience will be of value



## WHAT OUR STAFF EXPECT FROM SOUTHPORT & ORMSKIRK HOSPITAL NHS TRUST

....to deliver Care as Care Should BE



## DELIVERING CARE AS CARE SHOULD BE

The 6Cs – Care, Compassion, Communication, Competence, Courage and Commitment were developed by the NHS Commissioning Board, now NHS England and involved an 8 week consultation during which over 9,000 nurses and midwives contributed to their development. In December 2012 the resultant Strategy was published in “Compassion in Practice: Nursing, Midwifery and Care Staff - Our Vision and Strategy” (NHSCB, 2012)

The 6 Cs which all carry equal weight support the rights of the NHS Constitution and, therefore, the Trust Values – SCOPE (Appendix A) which were developed as a result of The Big Conversation held during 2012.

Integral to the 6Cs is the commitment to concentrate on the needs of older people, recognising them as the major users of health services often with multiple and complex needs resulting from Long Term Conditions and Co-morbidities. This is particularly pertinent to Southport & Ormskirk Hospital NHS Trust given the demographic of our population.

Implementation of the priorities identified in Compassion in Practice also support the Trust overriding objective to deliver joined up care and to support people to manage their own health and well being out of the hospital setting as described in Care Closer to Home.

Conscious of this the 6Cs have been used to classify the success of Care as Care Should Be. The identified measures will be reported through existing Trust Dashboards.



**CARING – TO DELIVER CARE AS CARE SHOULD BE**

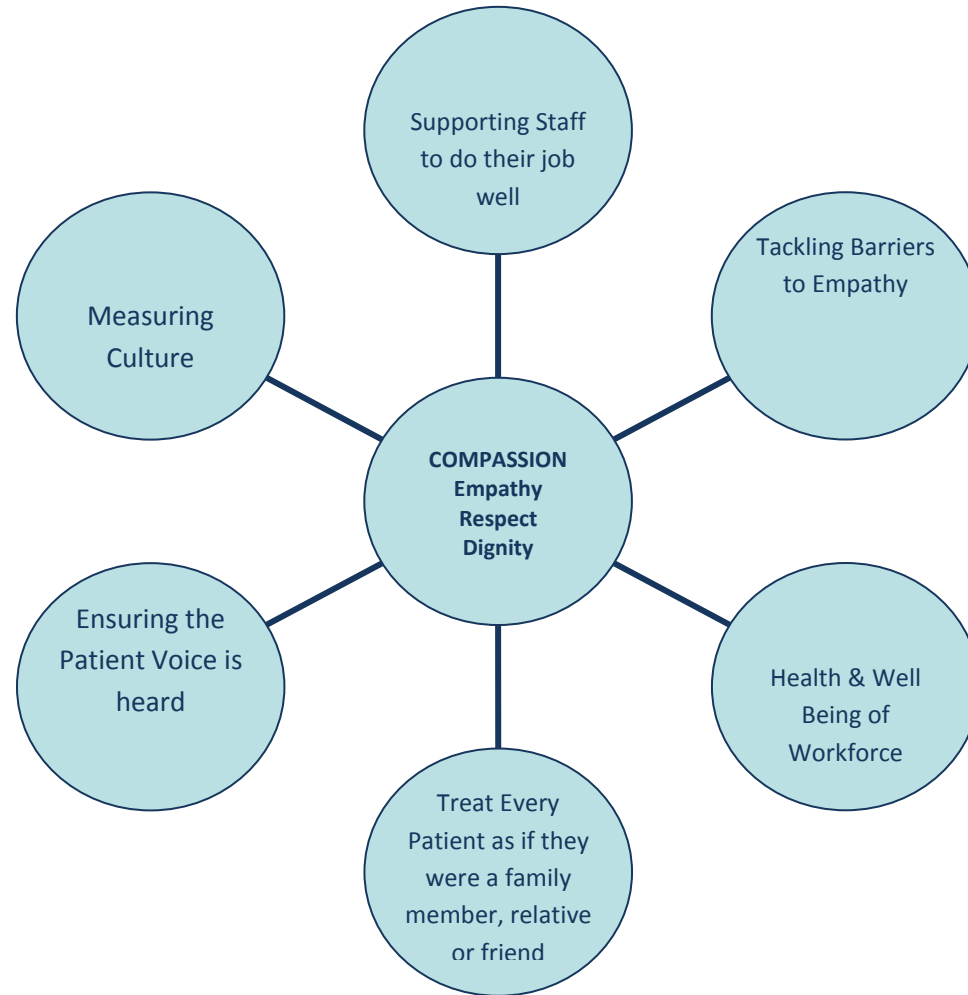


**CARE**

**Measuring Success – HELPING PEOPLE STAY INDEPENDENT and IMPROVING HEALTH OUTCOMES**

<b>MUST DO</b>	<b>INTENTION</b>	<b>INITIATIVES</b>
<b>High Standard Fundamental Care and Safeguarding</b>	All Patients are valued equally. Nurses and Midwives will consistently deliver high quality care that is safe and life enhancing. Each will know the quality of care they and/or their team provide. Nurses, midwives and care staff will acknowledge that this care includes the relatives where that is the wish of the patient	Intentional Rounding Harm free Care Care Champion Patient and relative signing off of Care Plans
<b>Harm Free Evidence Based Care</b>	Standardisation and reducing variability Research	Evidence Based Care Plans Year on Year Improvement in all Care Thermometer Indicators Widening and strengthening opportunities for research
<b>Dementia Challenge</b>	Further develop the ICO Dementia Strategy Working with Voluntary Sector Collaboration and awareness	Dementia Friendly Environment High Care Bays PRIDE Education and Training Plans Support for relatives and carers
<b>Prevention, Early Intervention and Health Promotion</b>	Nurses, Midwives and Care Staff will promote Health and Wellbeing as part of their role. Develop strategy for implementing Making Every Contact/ Visit Count for all nursing, midwifery and care staff.	Develop Service specific approaches to contribute to Health & Well Being Agenda Working with local Health & Well Being Boards Implementation of revised Midwifery 2020 Public Health Chapter Implement Care in Local Communities: A New Vision for district nursing
<b>Learning Disabilities</b>	Review use of the Health Equalities Framework Tool within the ICO Review ICO LD Passport against Nationally Developed Model	Winterbourne View Review National Health & Social Care Passport Education
<b>Provide the Integrated Care that people want</b>	Commitment to the ICO Strategy and implementation of new care model	Care Closer to Home Active Case Management Use Technology to support practice
<b>Nursing the Frail and Elderly</b>	Implementation of revised care pathways for the frail elderly	Frail Elderly Ward Education and Training Plans

**COMPASSION – TO DELIVER CARE AS CARE SHOULD BE**



**COMPASSION**

**Measuring Success - SUPPORTING POSITIVE STAFF & PATIENT EXPERIENCE**

<b>MUST DO</b>	<b>INTENTION</b>	<b>INITIATIVES</b>
<b>Supporting Staff to do their job well</b>	Nurse, Midwives and Care Staff will be role models for SCOPE. Nurses, Midwives and Care Staff clearly understand their personal responsibility to deliver the 6Cs in practice	Appraisal Training and Education Holding individuals to account Named Nurse Initiative Rewarding Good Practice – Champs for Champs, Pride Awards Patient Safety Talkabouts
<b>Tackling Barriers to Empathy</b>	Support staff to cope with the emotional labour of care	Resilience Training Compassionate Conversations, Peer Support
<b>Measuring Culture and Improving Staff Experience.</b>	Staff are heard and empowered	Staff Conversations LIA Projects Real-time Staff Feedback of Friends and Family Test Adoption of initiatives as released nationally i.e. Cultural Barometer Staff Nurse Forum Band 6 Development
<b>Health and Well Being of Workforce</b>	Organisational Support to support staff to maximise their own Health and Well Being	Peer Support Schwartz Rounds Extra-curricular activities
<b>Ensuring the Patient Voice is Heard</b>	Using patient feedback to improve care provision Involvement and agreement of patients and/or relatives to care and treatment	Observations in Care, Listening to Patients, In Your Shoes You said, We Did Campaign Care Plan Sign Off Patient Experience Group Friends and Family Test
<b>Treat Every Patients as if they were a family member, relative or friend</b>	All nurses, midwives and care givers will be clear about their responsibility to deal with, report and escalate concerns	Mandatory Professional Standards Professional Codes DoN Direct Whistleblowing Policy Allocated Board Member Stop, Pause, Escalate Buddy System

**COMPETENCE TO DELIVER CARE AS CARE SHOULD BE**



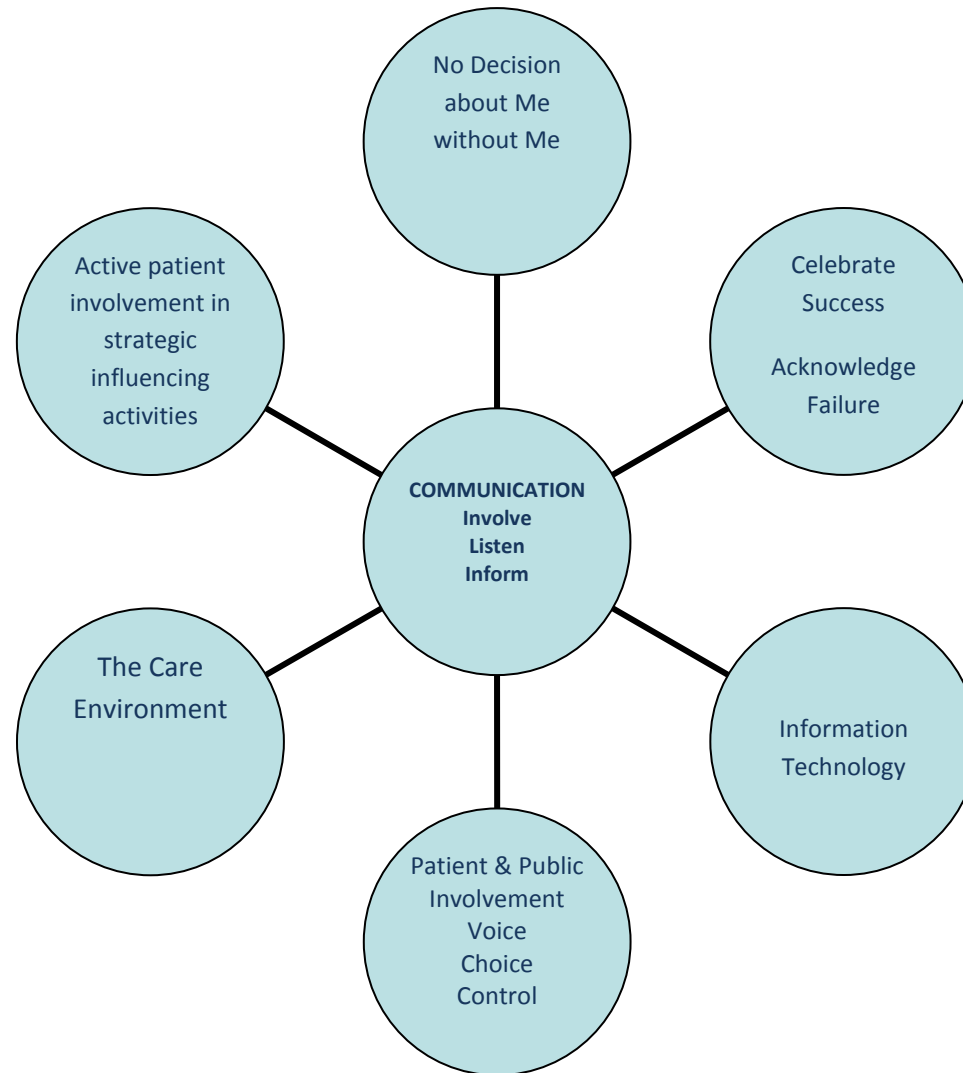
**COMPETENCE**

**Measuring Success - RIGHT STAFF, RIGHT SKILLS, RIGHT PLACE, RIGHT TIME**

<b>MUST DO</b>	<b>INTENTION</b>	<b>INITIATIVES</b>
<b>Leadership</b>	Leadership at every level	Staff Nurse Development HCA Development Band 6 Development Middle Management Programme
<b>Training &amp; Education at all levels</b>	Succession Planning Equity of access to CPD at all levels 6Cs basis for all training and education programmes Supporting newly qualified professionals	Leadership skills and knowledge Care of the frail and elderly patient Data analysis skills for clinical staff Preceptorship Programme
<b>Appraisal and Objectives</b>	Clear link to purpose of the organisation Staff clear about their contribution to achievement of organisational goals Method of assuring personal accountability Performance issues highlighted at the time	Appraisal based on 6Cs No surprises at appraisal
<b>Recruitment</b>	Employer of Choice Values Based Timely	Preceptorship and development programmes Recruitment Tools Planned Recruitment
<b>Staffing levels and Skill Mix</b>	Evidence Based Establishments congruent with patient acuity and dependency Review of Nursing & Midwifery Shift patterns congruent with national steer. Supernumerary role of Ward Managers Appropriate Recruitment	External Benchmarking Evidence Based methods of calculating establishment Nurse Staffing Review using AUKUH SNCT – with links to Workforce Planning Await output of CNO 12 hr. Shift Review Values Based Recruitment Planned Recruitment
<b>Non qualified workforce</b>	Adoption of principles of Cavendish Review	Value based recruitment Preliminary Training School for HCAs Progression of HCA to Auxiliary Nurse Auxiliary Nurse as Band 4



**COMMUNICATION – TO DELIVER CARE AS CARE SHOULD BE**



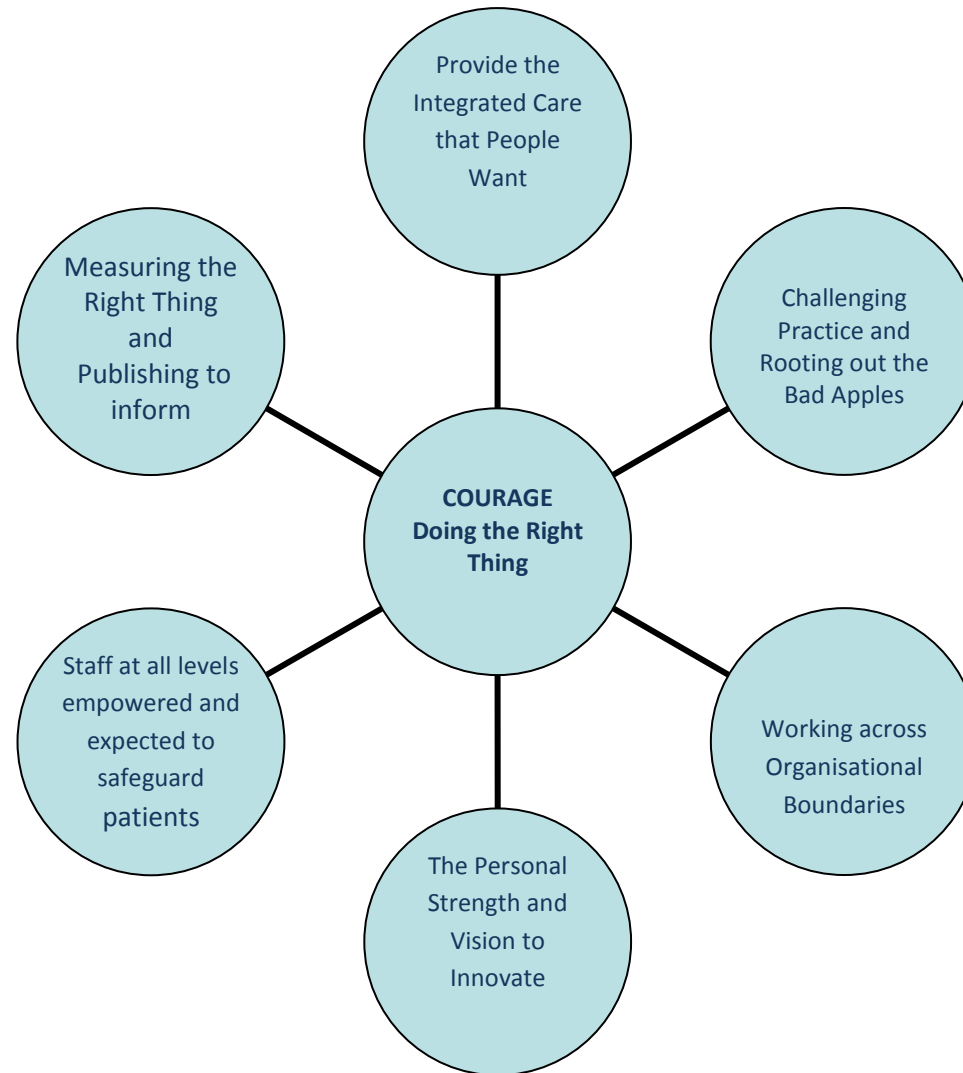
**COMMUNICATION**

**Measuring Success – WORKING WITH PEOPLE TO PROVIDE A POSITIVE EXPERIENCE OF CARE**

<b>MUST DO</b>	<b>INTENTION</b>	<b>INITIATIVES</b>
<b>Patient &amp; Public Involvement Voice Choice Control</b>	Seek out and act upon patient and carer feedback Working with patient groups to improve performance Implement recommendations from Clwyd Review of Complaints Procedure	Friends and Family Test rolled out to A&E and Maternity by October 2013. Real-time Feedback 2 Matron. Acting on patient feedback to improve care Examine ways to roll out FFT to Community settings. Implement NHS England patient experience measures for children and young people and those with Dementia and Vulnerable Adults as they are released. Patient Experience Strategy and Group
<b>The Care Environment</b>	Implement PLACE Inspections Acting on patient opinion from all sources Creating Time to Listen Productive Ward	Patient Led Inspections Dementia Friendly Hospedia Feedback 2 Matron Virtual Feedback boards Nursing Handover
<b>Information Technology</b>	Adopt technology to support care in practice Bid for increased technology funding	Hospedia Feedback 2 Matron iPad Matrons Checklist Support transfer to electronic patient records
<b>No Decision About Me Without Me</b>	Nurses, Midwives and Care Staff will ensure that no decision about patients are made without their involvement	Care plans signed off by patients and /or relatives/carers. Support packs for relatives/carers
<b>Celebrate Success, Acknowledge Failure</b>	Share information internally and externally	Publish Quarterly Quality Reports Publish Quarterly Care as Care Should be Reports Patient Story at every Board Public reporting of key patient experience measures as available. To be included in Quality Accounts 2014-2015 External competition and awards Advancing Quality
<b>Active patient involvement in strategic influencing activities</b>	Patients and/or relatives helping to provide the information to inform plans and decisions Use feedback from patients to build a picture of	Listening to patients, Friends and Family test, Observation in Care Consultation Healthwatch membership of Quality Committee



**COURAGE – TO DELIVER CARE AS CARE SHOULD BE**

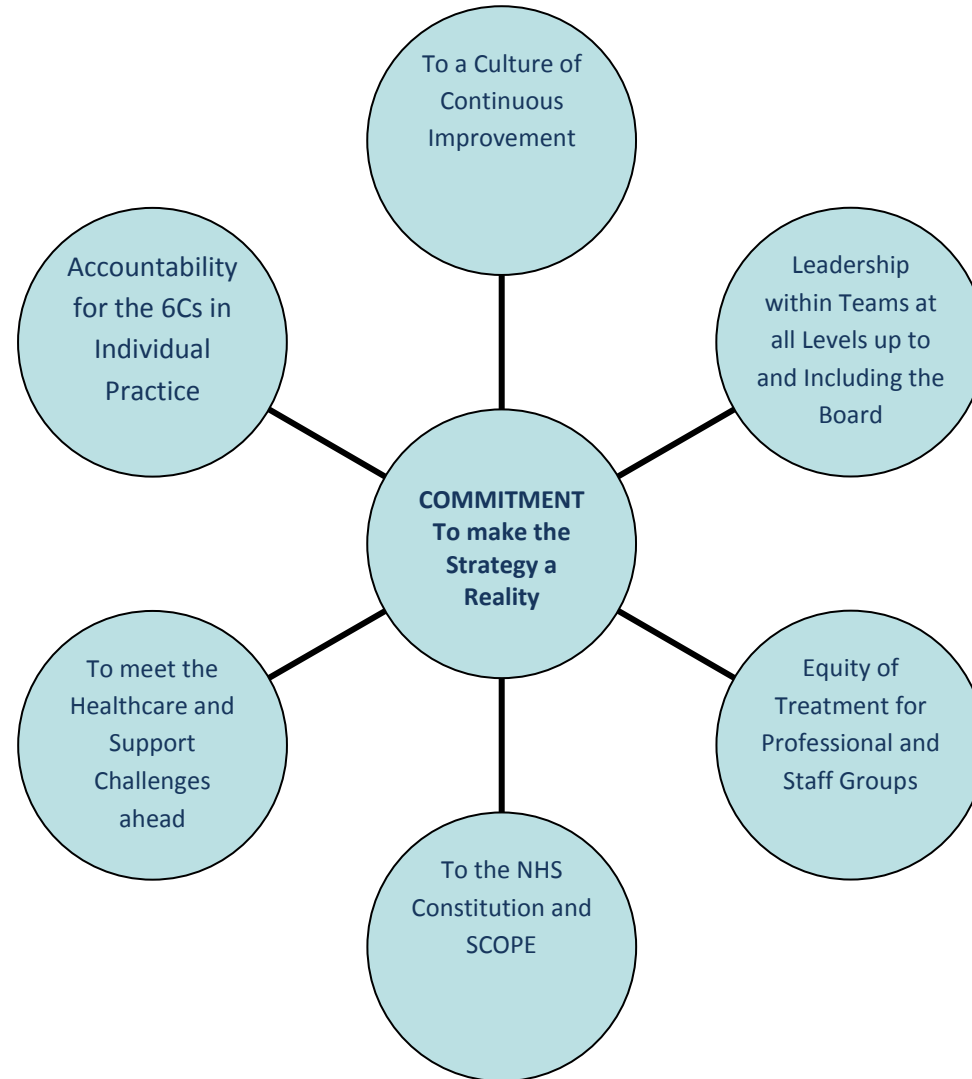


**COURAGE**

**Measuring Success – DELIVERING HIGH QUALITY CARE AND MEASURING ITS IMPACT**

<b>MUST DO</b>	<b>INTENTION</b>	<b>INITIATIVE</b>
<b>Provide the Integrated Care that People Want</b>	Support people to remain independent Maximise the Contribution of Community Staff	Care Closer to Home Model
<b>The Personal Strength and Vision to Innovate</b>	Welcoming ideas and suggestions wherever their origin	Listening Into Action (LIA) Staff suggestions DoN Direct Patient Safety Talkabouts Back to the Floor
<b>Measuring the Right Thing and Publishing to Inform</b>	Adoption of 6Cs Key Performance Indicators as they are developed Adoption of Safety Thermometer measures for Learning Disability (LD) and Children in line with national initiative Quality Metrics at every Board	Transparency in Care (2) Listening to Patients Integrated performance Report Quality, Risk and Care Reports Quality & Safety Committee
<b>Working Across Organisational Boundaries</b>	Services organised around the needs of the patient – not THE patient around the services Establish Professional Leads Forum to strengthen contribution of Allied Health Professionals	Strategic Partnership Board Care Closer to Home Board Professional Leads Forum
<b>Challenging Practice and Rooting out the Bad Apples</b>	Professionally qualified nurses, midwives and care staff are responsible for the standards of care given by themselves and their non-professionally qualified colleagues Nurses, Midwives and Care Staff recognise their personal responsibility for delivering high quality care	DoN Direct Stop, Pause Escalate Professional Codes Whistleblowing Policy
<b>Staff at all levels empowered and expected to safeguard patients</b>	Staff clear about and accept their responsibility to maintain the safety of patients	Stop, Pause, Escalate initiative DoN Direct Whistleblowing Policy Safeguarding Policies Incident Reporting Incident Hot Line

**COMMITMENT – TO DELIVER CARE AS CARE SHOULD BE**



**COMMITMENT**

**Measuring Success – BUILDING and STRENGTHENING LEADERSHIP**

<b>MUST DO</b>	<b>INTENTION</b>	<b>INITIATIVE</b>
<b>To a culture of continuous improvement</b>	Nurses, midwives, care staff and managers committed to recognising and reporting error and/or near misses in order to stimulate improvement Nurses, midwives, care staff and managers continually seeking to improve services for the benefit of patients	Datix Web Francis, Keogh, Berwick Action Plan Nursing and Care Staff Strategy Operational Quality Committee Operational Risk management Committee Performance Management Framework Training and Education Data analysis skills for clinicians
<b>Leadership within teams at all levels up to and including the Board</b>	Nurse, Midwives, Care Staff and Managers empowered to motivate their teams and lead change locally	Access to and involvement in National Leadership Development programmes Clinical Leadership Programme Mentorship Programme for aspiring leaders Board Development Programme Local Recognition
<b>Equity of treatment for Professional and Staff Groups</b>	All staff aware of their responsibilities in terms of trust expectations and SCOPE and the sanctions if these are not upheld	Mandatory Professional Standards SCOPE Trust Expectations Multi-disciplinary events and working
<b>To the NHS Constitution and SCOPE</b>	All staff aware of their responsibilities in terms of, the NHS Constitution and SCOPE and the sanctions if these are not upheld	The NHS Constitution SCOPE Training and Education
<b>To meet the Healthcare and support challenges ahead</b>	Increased working across organisational boundaries Increased working across Professional Boundaries	Competency based Workforce Services organised around the needs of patients
<b>To accountability for the 6Cs in individual practice</b>	Nurses, Midwives and Care Staff will embody and role model the 6Cs in their everyday practice	Appraisal built around the 6Cs 6Cs Training and Education Adoption of 6Cs Key Performance Indicators as they are released

## **IMPLEMENTATION**

The formulation of this strategy has involved sharing drafts at all stages both internally and externally. These are included in the list of contributors.

The Strategy will be delivered through the development and achievement of a plan of work that will be renewed on a yearly basis. Progress against the work-plan will be reported to the Quality & Safety Committee.

Each yearly work-plan will be supported by a number of detailed action plans progress against these will be monitored throughout the organisation at Nursing and Midwifery Advisory Group (NMAG), Senior Nurses Advancing Practice Group (SNAP) and at the Professional Leads Forum.

The Board will also receive updates in the Care as Care Should Be reports which will be presented to the Board on a quarterly basis.

Feedback to the public will be through the Quality Account, Board Reports and Shadow Governor and Patient and Public Involvement arrangements.



## Appendix A

<b>VALUE STATEMENT:</b> <b>Staff of Southport &amp; Ormskirk Hospital NHS Trust must be:</b>	<b>DESCRIPTORS</b>	<b>BEHAVIOURS &amp; OUTCOMES</b>
<b>S</b> UPPORTIVE	Teamwork, Fairness, Helpful attitude, Respectful to Colleagues, Tactfulness	Working together and valuing each other for the benefit of patients
<b>C</b> ARING	Compassionate, Desire for Best Care, Responsiveness, Sensitivity, Empathy, Thoughtfulness, Understanding,	Caring for our patients as individuals, safely and with compassion.
<b>O</b> PEN and <b>H</b> ONEST	Positivity, Honesty, Frankness, Informative and Knowledgeable. Transparency, Learning from Mistakes, Encouraging.	Acting with the highest standards of integrity, behaviour and accountability
<b>P</b> ROFESSIONAL	Recognition that working in Healthcare and undertaking Clinical Practice are a privilege. Good communication, Supportive to Colleagues, Desirous of High Standards, Smartness, Well Mannered, Happy, Interested, Friendly, Helpful, Innovative	Aspiring to be the best in everything we do
<b>E</b> FFICIENT	Effectiveness, Timeliness, Willingness to look at new ways of working, Joined up working, Questioning, Desire for Improvement, Safe and Clean	The best quality care within the resources available

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