

# Trust Information

## 1. Introduction

Lancashire & South Cumbria NHS Foundation Trust (LSCFT) was formally created in October 2019 when Lancashire Care NHS Foundation Trust (which was established in April 2002 and authorised as a Foundation Trust in 2007) merged with part of a neighbouring trust to become a provider covering the whole Lancashire & South Cumbria ICS footprint. The Trust provides health and wellbeing services for a population of around 1.5 million people. The services provided include community nursing, health visiting and a range of therapy services including physiotherapy, podiatry and speech & language therapy. Wellbeing services provided include smoking cessation and healthy lifestyle services.

The Trust specialises in secure, inpatient and community mental health services. 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. The Trust's vision is to provide high quality care, in the right place, at the right time, every time.

The map below captures our geographical map of service provision.



The infographic below captures the richness and diversity of the services offered by Lancashire and South Cumbria NHS Foundation Trust along with our geographical map of service provision:



The strategic objectives of the Trust are known as the 6 S's...

**Service Users** will be at the heart of everything we do, supporting effective care, recovery and wellbeing

**Staff** will be attracted to the Trust as our culture makes it an inclusive and supportive place to work

We will strive for the highest **standards** of quality across all of our services

We will collaborate effectively with **system** partners

We will deliver **safe** care, ensuring we learn lessons and continually improve and innovate

We will be **sustainable** and deliver real value in everything we do

### Our Trust Values

- **Kindness**
- **Respect**
- **Learning**
- **Teamwork**

### Our Trust Vision

**To support our local communities by excelling in everything we do together.**



## 2. Trust details

The post holder's contract is held by Lancashire & South Cumbria NHS Foundation Trust, where the Interim Chief Executive is Chris Oliver and the Chief Medical Officer is Dr David Fearnley. Chris Oliver, Interim Chief Executive, is supported by a Board of Directors as detailed below.

David Fillingham – Chair

Chris Oliver – Chief Executive Officer

### Executive Directors

Dominic McKenna – Chief Finance Officer

Dr David Fearnley - Chief Medical Officer and Interim Deputy Chief Executive

Oliver Soranio – Interim Chief Nursing and Quality Officer

Robert Cragg - Chief People Officer

Ursula Martin - Chief Improvement and Compliance Officer

Abigail Harrison - Chief Digital and Infrastructure Officer  
 Emma McGuigan – Chief Operating Officer

### **Non-Executive Directors**

Ruth Lowry  
 Phil Huggon  
 Paul Farrimond  
 Lucinda McArthur  
 Anika Ephraim  
 Steve Wilson  
 Stephen Watkins

### **3. Locality Model Redesign**

In April 2021, the Trust introduced a Locality Model following an extensive and comprehensive evaluation of current provision. All staff and other stakeholders were involved at all stages of the process and the new model will enable the Trust to improve clinical services across the geographical footprint covered.

There are five localities in total. Four are based on geographical regions as follows:

- The Bay (South Cumbria and North Lancashire)
- Fylde (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 covers Specialist Services and is non-geographical, covering specific services across the Trust. It covers the following:

- Secure Services (Forensic)
- Dental
- Perinatal
- CAMHS
- Learning Disability and Autism Services

Each Locality is led by a triumvirate of senior leaders, comprising:

- Locality Medical Director
- Director of Operations
- Director of Nursing & Quality.

The details for each locality are shown in the table below:

Locality	Medical Director	Director of Operations	Director of Nursing & Quality
<b>The Bay</b>	Dr Alison Napier	Amanda Housley	Clare Benson
<b>Fylde</b>	Dr Chukwuma Oraegbunam	Pauline Cullen	Laura Holt
<b>Central and West</b>	Dr Manoj Rajagopal	Laura Walsh	Rebekah Roshan
<b>Pennine</b>	Dr Prashant Kukkadapu	Amy Devine	Joanne Schofield
<b>Specialist</b>	Dr Abhishek Goli	Andy Williams	Tim McDougall

#### 4. Medical Leadership

The **Chief Medical Officer (CMO)** and Responsible Officer is Dr David Fearnley.

The CMO is supported by a **Deputy Chief Medical Officer (DCMO)**, Dr Gareth Thomas

**Chief Clinical Information Officer (CCIO)** – Dr Mark Worthington

**Director of Medical Education** – Dr Varinder Singh

Each locality has its own **Locality Medical Director (LMD) or Network Medical Director (NMD)**. They also act as the Clinical Director within their Locality/Network as follows:

Locality – The Bay – Dr Alison Napier

Locality – Fylde Coast – Dr Chukwuma Oraegbunam

Locality – Central and West Lancashire – Dr Manoj Rajagopal

Locality – Pennine Lancashire – Dr Prashant Kukkadapu

Network – Specialist Services – Dr Abhishek Goli

The Locality/Network Medical Directors are supported by a team of Associate Medical Directors (AMD) in each locality. The following table shows the AMD working in each locality and the area that they are responsible for:

Locality	Locality Medical Director	AMD	AMD	AMD
<b>The Bay</b>	Dr Alison Napier	Dr Thiru Aravinth (Adults)	Vacant post	Dr Hal Abdullahi (Early Intervention)
<b>Fylde</b>	Dr Chukwuma Oraegbunam	Dr Ahmed Moustafa (Adults)	Vacant post	
<b>Central and West</b>	Dr Manoj Rajagopal	Dr Louise Cumming (Adults)	Dr Baljeet Saluja (Older Adults)	Dr Lizzie Macphie (Physical Health)
<b>Pennine</b>	Dr Prashant Kukkadapu	Dr Euan Robertson (Adults)	Vacant post	
<b>Specialist</b>	Dr Abhishek Goli	Dr Lucy Bacon (Forensics)	Dr Jennifer Shankland (Learning Disability)	Vacant (CAMHS) Dr Gill Strachan (Perinatal) Dr Emily Kaye (Rehab)

The AMD reports directly to the Locality Medical Director, who in turn reports to Dr David Fearnley (CMO and Deputy Chief Executive).

The AMD will be the Line Manager for Consultants working in their locality and will hold the job planning meetings within 3 months of appointment.

## 5. Clinical Services

Our clinical services include:

**Mental Health Services:** mental health inpatient and community services for working-age and older adults and specialist services, comprises secure and forensic mental health services, prisons and substance misuse.

**Community Services:** community nursing therapy, primary prevention services and learning disabilities services.

**Children and Young People's Services:** prevention and universal services for children and young people (including health visiting) and mental health and wellbeing services (including child and adolescent mental health services, early intervention services and eating disorders).

Mental Health Services are commissioned from the Trust on behalf of the local population by 8 Clinical Commissioning Groups: Lancashire North, Fylde & Wyre, Blackpool, Greater Preston, Chorley & South Ribble, West Lancashire, Blackburn & Darwen and East Lancashire. Lead commissioner arrangements are in place for the inpatient mental health services.

The localities/networks are supported by corporate services including Health Informatics who provide management and assurance of HI programmes and projects and oversee the IT

infrastructure. The IT service supports clinical teams to deliver digitally enabled care. The Health Informatics team also support service transitions in line with Trust strategy.

The Trust has a dedicated Medical Staffing/Medical Education 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.

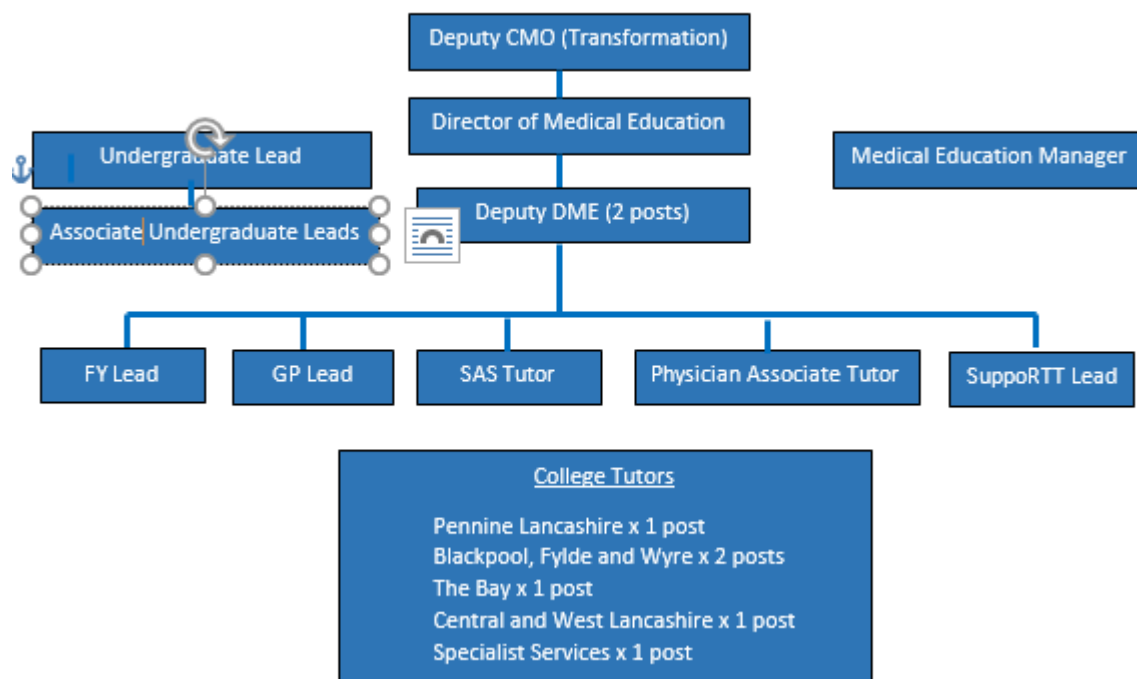
## 6. Medical Relationship Team

In 2019 the Trust commenced a 12 month pilot to explore a new Medical Relationship Team to provide dedicated support to doctors before, during and after the recruitment process. The pilot was a huge success. As well as feedback from our own doctors experiencing the work of the team, national recognition also followed as a result of the work done to support our international doctors as they made the transition to living and working in the UK. This, therefore led to the posts being permanent established in 2020. The current Relationship Team comprises:

- Medical Relationship Manager – Imran Chati
- Medical Relationship Team Leader – Arthur Lawson
- Medical Recruitment, Appraisal and Job Planning Officers – Abigail Cookson, Colette Cassidy

## 7. Educational Management Structure

### Educational Governance and Leadership Structure



The Trust is committed to promote both undergraduate and postgraduate medical training.

LSCFT provides teaching and clinical placements for medical students from four Universities; Manchester, Liverpool, Lancaster and the American University of the Caribbean. Medical student attachments are arranged for students in years 3-5.

Placements are provided in all areas of clinical work undertaken by the trust ranging from speciality mental health placements in child and adolescent psychiatry, forensic psychiatry, old age psychiatry, community and inpatient psychiatry, GU medicine and rheumatology.

The Trust's Medical Educators are actively involved in undergraduate and postgraduate teaching and training. Training is provided at the highest standards set by the respective Schools of Psychiatry, Academy of Medical Royal Colleges and the GMC generic standards for specialty, including GP training. The Trust provides psychiatric training at all levels including higher specialist training in all major sub-specialties of psychiatry.

The University of Manchester Department Of Community Psychiatry  
Academic: Dr Salman Karim

The Lantern Centre is about a mile from the Royal Preston Hospital site and the centre consists of a psychiatric library, 1 lecture theatre, 2 seminar rooms, a video suite, 9 research offices, 2 reception offices. There are 4 senior academic research nurses/research fellows, an administrator, a librarian and 3 secretaries (one university funded) based there. It is a major centre for psychiatric research in the North West and has attracted grants from the Medical Research Council and the Wellcome Trust.

Contact details for The LANTERN Centre

Vicarage Lane  
Fulwood  
Preston  
PR2 8DY  
Tel: 01772 773500

Complex clinical trials are carried out at Lancashire Clinical Research Facility, a unique collaboration between Lancashire and South Cumbria Care, Lancashire Teaching Hospitals and Lancaster University, based on the Royal Preston site. The CRF is a dedicated facility for interventional research studies and is funded by the National Institute for Health Research.

Past and current research activities include randomised controlled trials of new social interventions for bipolar disorder and schizophrenia; assessing suicide risk and managing somatisation in primary care; use of telemedicine in primary care and systematic reviews of the effectiveness of day care and vocational rehabilitation.

The centre is a focus for psychiatric teaching, continuing professional development, medical student teaching. It also hosts a weekly academic meeting involving case conferences, seminars, audit presentations and an evidence based journal club. There are regular Wednesday afternoon lectures from leading academics from the UK and abroad (2-3 per term).

Trust academic staff participates in the Manchester University based research network, DENDRON, which co-ordinates research in neurological diseases and dementia on a national, regional and local basis.



The Library and Information Service supports staff and students throughout the Trust wherever they are based. The Library provides access to a wide range of resources covering all aspects of mental and physical health care. Online access to all the major medical databases including hundreds of electronic journals, eBooks and other online resources can be accessed via OpenAthens at the point of need.

A literature searching and outreach librarian service are available to assist with finding the best evidence to support your work and practice, and the Library provides a range of current awareness services to help keep you up-to-date. Training on using the resources, literature searching and critical appraisal are also offered as part of the service.

The Library is based at the Lantern Centre, providing a welcoming service for all members of staff. In addition to the online resources the Library holds a collection of around 4000 books available to loan and has a study space with a bank of six PCs providing an agile working space for staff members. We are part of network of health care libraries within the North West and are able to obtain further books and journal articles through inter-library loan arrangements.

## **8. Research**

Lancashire & South Cumbria NHS Foundation Trust is committed to developing and undertaking research studies that enable us to deliver high quality evidence-based care and services to people in our local community. The Trust has a well-staffed Research & Development Department, led by the Associate Director of R&D, which has support & management and delivery personnel. The R&D department provides extensive support for staff undertaking commercial trials and non-commercial studies, including developing grant proposals and partner engagement.

LSCFT has strong collaborations with regional and national academic partners including the Universities of Manchester, Central Lancashire and Lancaster. The Trust is part of the National Institute for Health Research's Clinical Research Network: North West Coast (CRN: NWC), the North West Coast Collaboration for Leadership in Applied Health Research and Care (NWC CLAHRC) and hosts the Innovation Agency in the region.

The Trust's strategic research plan involves continuing to develop its reputation for quality research that benefits local services and local people. We have a number of consultants who are Chief Investigators for studies and grant-holders. LSCFT has a unique partnership with the neighbouring Lancashire Teaching Hospitals Foundation Trust in a dedicated clinical research facility. This enables both Trusts to work together in delivering complex clinical trials for the benefit of our patients.

The post holder will be strongly encouraged to take an active part in some of the many ongoing research projects within the Trust and/or develop their own research projects.

## **9. Health and Wellbeing**

All staff will have access to the Occupational Health (OH) Department, (Well Service, provided by East Lancashire NHS Trust). The post holder may self refer or be referred through their manager. The post

holder will have access to the 24 hour Health Assured service, which provides free counselling, including face-to-face, and well as legal and financial support, online CBT and wellbeing resources. Information about Occupational Health and Health Assured will be disseminated at the induction and regularly when in post to ensure the post holder has timely access to the details if help seeking is necessary.

Supporting the wellbeing of the post holder after serious incidents that involve patients in their care (e.g. homicide or suicide) is paramount, and a dedicated senior clinician will provide support and advice as needed after the incident. Details of the senior clinician able to offer this support will be provided via the Medical Directorate at the time of initial induction.

If there are changes to the pre-agreed workload (e.g. unexpected cover of a different unit/service outside the casual cross-cover arrangement) a timely meeting with the line manager before cover starts will enable discussion of the feasibility of the change within the constraints of needing to manage a safe workload. Additional support will be sourced if required. A timely job plan adjustment will be arranged if a new working arrangement is to proceed.

The trust has several initiatives to support wellbeing that the post holder is encouraged to participate in. These currently include flexible working, flexible retirement, season ticket scheme, lease vehicle scheme, cycle scheme, retail and restaurant discounts, eye test scheme, free health checks, menopause support, gym discounts, wellbeing events, mindfulness courses, wellbeing walks and jogs, and parenting workshops. The post holder will form part of a consultant peer group who meet regularly.

## **10. Equality and Diversity**

Lancashire & South Cumbria Care is committed to celebrating difference as an asset and we know that recruiting talent from diverse backgrounds helps to create a more flexible, creative and effective workforce. We actively challenge discrimination and welcome applications from people regardless of age, disability (especially those with experience of accessing mental health, or Learning Disability Services or caring for someone who has accessed mental health services or Learning Disability Services), ethnicity, gender, religion or belief or sexual orientation. Our goal is for the Trust to be truly representative of the communities we serve so we are particularly keen to receive applications from people in under-represented groups. The organisation is proud to be listed as one of the Inclusive Top 50 UK Employers and our HR department holds the Lancashire LGBT Quality Mark. If there is anything you'd like to discuss in relation to your application then please ask.