healthwatch Lancashire

Real stories, Real people, Real results

5699 5699 5699

SS Annual Report 2018-19

healthwatchlancashire.co.uk

Contents

Message from our Chair	3
Meet the team	5
Changes you want to see	7
Highlights from our year	8
How we have made a difference	12
Improving Health and Social Care	14
(Award Submission)	
Working together to find the answers	17
Giving people the advice and information	19
they need (Award Submission)	
Our volunteers	21
Our finances	26
Plans for next year	28
Message from our CEO	30
Thank you	31
Contact us	32



Message from our Chair

It has been a fabulous year for Healthwatch Lancashire (HWL), with vast opportunities to increase our networking and collaborative working throughout Lancashire which has enabled us to engage with an increased proportion of the population.

There has never been a more important time for the public to be involved in the health and social care agenda, particularly with the changes in the landscape and the challenges that are being faced by those working within the sector. With increased pressures to the health and care system, it is crucial that the public feel empowered enough to 'let their voice be heard' and help shape the services in their communities.

Over the past year, we have enhanced our Enter and View programme within care homes, with the aim to really understand what quality means to residents, their family and their friends. We have been supported by some of our fantastic volunteers in delivering this important programme, which has led to 'real changes' for residents, enhancing their quality of life, based on the feedback that they provided to us.

We have seen a significant impact from the engagement work that we have carried out over the last year in terms of the 'digital landscape' in Lancashire, specifically around how people have been using technology to manage their health and wellbeing. This particular project identified recommendations that have been used to shape the future strategy of digital health across Lancashire and South Cumbria through the Healthier Lancashire and South Cumbria digital delivery plans for 2019/ 20 and beyond. I would like to take this opportunity to thank all of the team for their dedication and commitment to enabling the voices of people in Lancashire to be heard.

Through innovative engagement techniques we are able to provide key stakeholders with real people's stories with the view that local services are developed based on what local people say.

Finally, I would like to thank our wonderful volunteers who have supported us throughout the last year and continue to offer their valuable input. Additionally, I would like to welcome those volunteers who have recently joined the team.



Steve Rigby Healthwatch Lancashire Chair

Our vision is simple

Healthwatch Lancashire will be the 'go-to' organisation for all members of the public in the county to talk about their experiences of health and social care.

Our purpose

To find out what matters to you and to help make sure your views shape the support you need.

Our approach

People's views come first - especially those that find it hardest to be heard. We champion what matters to you and work with services to find solutions. We are independent and committed to making the biggest difference to you.

People are at the heart of everything we do

HWL is the public voice for health and social care in Lancashire and exists to make sure services work for the people who use them. We believe that the best way to do this is by providing people with opportunities to share their views and experiences. You need services that work for you, your friends and family.

Our sole purpose is to help make care better for people.



Meet the team

The operational team is driven, committed and dedicated to ensuring that all people in Lancashire are given the opportunity to have their say and voice their views.



David Blacklock Chief Executive



Sue Stevenson Chief Operating Officer



Lynsey Beniston Healthwatch Lancashire Manager



Amanda Higgins Senior Engagement Officer



Zoe Keighley Senior Engagement Officer



Michele Chapman Engagement Officer

Meet the team



Jeanette Newman Engagement Officer



Nick Colledge Engagement Officer



Sue Turley Engagement Officer



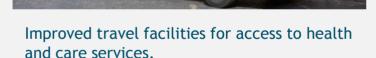
Lesley Miller Administrator



Ella Pearson-Glover Communications and Marketing Officer

Changes you want to see

Last year we heard from people across Lancashire who told us about their experience of a number of different areas of health and social care. Here are some examples of the changes that you would like to see.



AMBULANCE

AMBUI ANCE



Enhanced communication between health and social care providers to prevent individuals from having to tell their story multiple times.



Increased use of alternative treatment options, for example, social prescribing.



Better quality and more nutritionally balanced meals provided throughout health and care services.

Realization Highlights from

our year

Highlights from our year:



8000 people shared their health and social care story with us.



52 volunteers helped to carry out our work. In total, they contributed 400 hours.



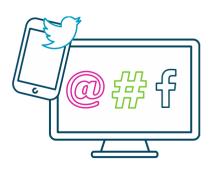
117 people accessed Healthwatch Lancashire advice and information online or contacted us with questions about local support.



We visited 185 services and community events to understand people's experiences of care.



25 improvements we suggested were adopted by services to make health and care better in our community.



We had 17,452 interactions through our website and social media.

Our year in Lancashire

This has been a very busy year for Healthwatch Lancashire which has involved:

- + the continuation of some ongoing work,
- + new projects,
- + commissioned work and,
- + some exciting work as part of the Healthwatch Together partnership

Listening to the voice of the learning disability community

Healthwatch Lancashire and Healthwatch Blackpool identified the need to engage with the learning disability community around experiences of health and social care services. We had extensive conversations with over 330 individuals living with a learning disability and/or autism, their relatives, support workers to understand what has gone well with their care and what could be improved. We shared the findings with local providers and commissioners and made recommendations for change. Their responses to the feedback provided and the full report can be downloaded <u>here</u>.

Quality in care homes

This year we have collaborated with Lancashire County Council on a project identifying what's important for people who live in care homes. Ultimately we want to make care better for people, to do that we wanted to find out what matters most to residents and what makes them happy. The findings will be used to support the future development of care home provision and to tackle local issues as a system.

Redesigning mental health services for children and young people

As part of Healthwatch Together (Cumbria, Lancashire, Blackburn and Blackpool) we have collaborated with the Integrated Care System and their 'Healthy Young Minds' team. The project was aimed at improving how services are delivered to support children and young people's emotional wellbeing and mental health in Lancashire and South Cumbria.

The project used co-production to involve service users, parents, carers, service providers and commissioners in a collaborative approach to improve how services are delivered through the THRIVE model.

The six key areas that needed addressing were:

- There isn't enough support for young people from services
- People in communities as well as professionals need more knowledge about mental health and its impact
- Waiting times are too long
- Criteria get in the way of accessing support
- There needs to be more options for treatment
- There continues to be a negative stigma about mental health

An outline service model was submitted for evaluation by an independent panel of stakeholders and approved to move forward into a detailed design for future services. We have since been involved in Phase 2 of this project, to design a detailed THRIVE-based model of care that builds on the outline model from Phase 1. The subsequent report following Phase 2 will be published in 2019/20.



Communicating with the public

We continue to grow our social media presence, sharing important information from the world of health and social care, and updating on our work. Our website is widely visited and provides an active forum for latest news, reports and information providing.

www.healthwatchlancashire.co.uk

Signposting and information service

Currently, HWL provides information and signposting to people in a variety of ways including through the website, via our dedicated helpline and email address, social media, media coverage and face to face activity. With over 17,000 interactions through our website an social media channels.

We provide information about health and social care services to support choices and decision making for the people of Lancashire.

Engaging in the community

This year we have heard from over 8,000 people and visited 185 services and events to gather views and experiences. We regularly attend events, organise focus groups, and collect feedbback via the website. We listen to patients, visitors and staff to gather their views on health and social care services in Lancashire.

We have provided a spotlight on four projects completed this year, identifying the impact of our work in the pages which follow.

Nick Colledge, Engagement Officer, speaking to the 'Just Good Friends' group during about digital health

How we've made

healthwatch

a difference

Working with local residents and care homes to improve the quality of care in Lancashire

Healthwatch Lancashire's innovative programme of 'Enter & View' delivers a 'mum's test' approach, gathering views of patients, relatives and staff to provide an answer to the question: 'Would you want your loved ones to be cared for in this service?'

Between April 2017 and March 2018, Healthwatch Lancashire completed 33 Enter and View visits in care homes. The programme exists to enable the residents of care homes to have their voices heard, for improvements to be made, and to identify what is working well.

The Enter and View team of staff and volunteers spend time talking and listening to the residents, relatives and members of staff, reporting on their views and experiences in order to improve the quality of care. The team observe the day to day running of a care home and record their findings based on a series of questions which are categorised in the following themes: environment, care, staff, activities and food.

Healthwatch Lancashire report their findings to providers, regulators, the local authority, and NHS commissioners and quality assurers, the public, Healthwatch England and any other relevant partners based on what was found during the visit.

Care Home Manager, 2019:

"I found the experience to be positive, the authorised representatives were all very friendly and the lead representative explained clearly how they wished to proceed during the visit and what will happen afterwards regarding a report"

Healthwatch Lancashire Volunteer:

"Working with the Enter and View team visiting care homes I've gathered views and experiences from residents, relatives and staff on what it's like to actually live in a care home. This has led to many changes ranging from redecoration and purchase of more suitable furniture, better communication with relatives, to health and safety and safeguarding issues that have been taken up by other organisations."

With the national focus that is now being placed on the social care sector, Healthwatch Lancashire will be increasing the remit of the Enter and View programme in 2019/20. With a focus to improve provisions in short term care facilities for people with learning disabilities or those with additional communication needs, these visits will look to include support from advocacy services.



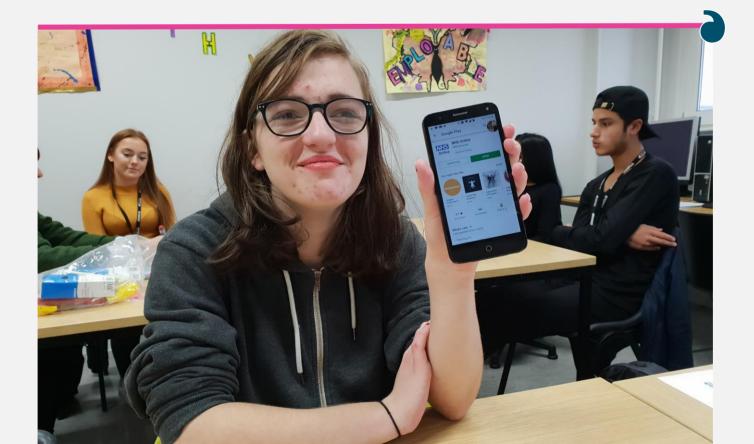
Improving health and social care: putting local people at the heart of digital health plans

(Healthwatch England Award Submission)

Lancashire is a large rural county and there are many access challenges for local people. We knew from our engagement work that there is an appetite for increased digital options and had discussed this with colleagues in the Lancashire and South Cumbria Integrated Care System (LSCICS) but they asked us to find out more about how people would like to be engaged with so that they could be actively involved in health and care service design and improvement, increased health and care democracy and/or access, and also about how people would like to access services and health information.

Healthwatch Together is a local collaborative bringing together the four local Healthwatch which work in the footprint of the LSCICS. Representatives of Healthwatch Lancashire, Blackpool, Cumbria and Blackburn with Darwen worked together in a Steering Group with designated staff from the LSCICS to develop, design and deliver a project that involved coproduction work with staff, volunteers, and members of the public to;

- Explore with how to use health and social care related digital technology with people in communities to greater effect
- Explore with members of the public how digital technology can improve their health and social care experience and use the digital technology to make good choices
- To understand the barriers to using digital technology and work with people and staff to develop solutions to these barriers
- To use the knowledge gained in points 1-3, to explore ways to increase demand for digital technology
- To explore the extent to which computers and other IT technology can increase peoples' control of their health and care needs, as enabled citizens
- To work with people to consider how digital technology can increase people's voice in health and care service delivery and improvement, as activated citizens



The project involved carrying out planning, arranging and facilitating a series of jointly supported engagement sessions, analysis of the findings and the production of a report containing the public's recommendations.

Each session involved asking a wide range of local people, including hard to reach, about how they were currently using technology to manage their health and wellbeing and to use this insight to shape the future strategy of digital health across Lancashire and South Cumbria. The work was timed to ensure that the system's evolving strategy 'Our Digital Future' strategy would be shaped by real people demonstrating that the public's views, opinions and experiences had been heard.

As the NHS evolves digital communication is becoming increasingly important and inevitably, people in Lancashire will be affected by future transformations. Rather than this being led by services, we wanted to put local people at the heart of digital plans and improve Lancashire's digital offer to reflect the needs of our communities.

Almost 2,000 people got involved in the conversation about digital health. From focus groups and survey responses we collated the findings, and presented a comprehensive report which represented local voices, experiences and recommendations. You can view the full report <u>here</u>.

People told us what discouraged them from using digital health technology and what might help them in the future.

These were some of the main recommendations:

- + Improve skills and confidence to use digital health
- + Make sure that alternative options are available alongside the digital health offer
- Provide free access to digital devices and the internet within communities for people who have issues with their affordability.
- Raise awareness of digital health options through targeted promotion and advertising

The findings of this report have been used to inform the development of the Healthier Lancashire and South Cumbria digital delivery plans for 2019/20 and beyond, there is evidence of new systems and approaches already being shaped in line with what people have told us.

https://www.healthierlsc.co.uk/digitalfuture

"It's invaluable for us to have this real insight from local people and we are already using it to prioritise our digital health plans. We are hugely grateful to all of the people who took the time to have their say and to Healthwatch for their support with this project."

(Dr Amanda Thornton, Digital Health Clinical Lead for Healthier Lancashire and South Cumbria)





Listening to children and young people

In the Marmot Review (Department of Health, 2010), the health and wellbeing of children and young people was highlighted as a top priority for reducing inequalities in health.

Healthwatch Lancashire and Blackpool wished to speak to young people about their health and wellbeing, to ensure they had the opportunity to voice their concerns. Over 3,600 young people shared their views around health and wellbeing.

We were keen to empower young people to suggest changes for health and wellbeing services and professionals to consider.

This was a six-month-long project with the aim of giving service providers insight in to what health and wellbeing issues are of concern to young people and what they think and feel about the services they receive.

We have now published the <u>report</u> and shared the findings with local decision makers and key service providers.

Results show the biggest worries for young people are:

- Experiencing a mental health condition
- Self-harming
- Concerns about their self-image
- Taking drugs

Young people told us that spending time with their family helped them to stay happy and healthy.

Recommendations from young people included more and better quality mental health services; to be listened to by health services and at school or college; and to have better access to health information and advice, such as how to find a therapist or getting information on eating disorders.

Listening to young people has continued to be a priority for our work. We are currently involved with the redesign of local mental health services (CAMHS) facilitating engagement with children and young people across Lancashire.

"Everyone is too stressed to be happy."

"I guess we just need someone to listen and occasionally help. There's a poem about that and it ends with 'I just asked you to listen', people should read that poem. "



Have your say

Share your ideas and experiences and help services hear what works, what doesn't, and what you want from care in the future. www.healthwatchlocal.co.uk t: 03000 683 000 e: enguiries@healthwatchlocal.co.uk

 \leq

Working together to find the answers

k Out



Healthwatch Together

Healthwatch Lancashire is a member of Healthwatch Together, a collaboration of four strong, independent and innovative Healthwatch organisations based in Lancashire and Cumbria:

- Healthwatch Blackburn with Darwen
- Healthwatch Lancashire
- Healthwatch Cumbria
- Healthwatch Blackpool

Our vision is to deliver effective community engagement and co-production opportunities in collaboration with our local health and social care partners to bring about the transformation of health and social care provision in Lancashire and Cumbria.

Healthwatch Together was developed with a core objective to work in collaboration so that we can engage and represent our communities to drive forward meaningful change in health and social care provision.

We form a professional partnership working with health and social care partners to facilitate change, we need to speak with one voice and to provide real solutions to the challenges we face across Lancashire and South Cumbria together.

Healthwatch Lancashire, working in collaboration with our neighbouring Healthwatch, will empower health and social care professionals to include and involve local people to have their say on changes and plans for the future of their health and social care services. This year Healthwatch Together have delivered a number of projects covering a range of themes, including:

- Digital Health Plans
- Cancer screening toolkit for women with learning disabilities
- Children and young peoples mental health services

We will continue to explore new opportunities for the Healthwatch Together partnership to engage with our communities on issues that matter to them.

Healthwatch Together will conclude work on the redesign of CAMHS services and make sure children and young people are at the heart of any future plans.



Giving people the advice and information they need

(Healthwatch England Award Submission)

Healthwatch Together (Blackburn with Darwen, Blackpool, Cumbria and Lancashire) worked with NHS England to support potential changes to service delivery in cancer screening programmes amongst women with learning disabilities. The partnership worked with the learning disability community to hear from women, their families, carers and professionals regarding access to cervical and breast screening programmes.

This project was designed to ensure that women with learning disabilities had the quality information they need in an accessible format to help them make more informed choices about the screening opportunities open to them.

The toolkits are designed to support health professionals to work in a more accessible way and ultimately to help reduce the perceived stigma surrounding this topic.

Evidence shows that this cohort of women have a lower than average take up rate for screening. People with learning disabilities have significantly higher rates of mortality and morbidity than the general population. There are significant differences between the uptakes of cancer screening programmes nationally and regionally between people with learning disabilities and the non-learning disability population.

Healthwatch Together (Blackburn with Darwen, Blackpool, Cumbria and Lancashire) worked with NHS England through a Steering Group to first identify reasons for the low take up with the aim of using this intelligence and the relationships formed, to coproduce a toolkit. There was a commitment from the start that commissioners would make changes and that they wished to involve people who would be using the service to help shape the improvements.

Healthwatch Together set out to understand the challenges and barriers that people face to attending screening, and to hear their thoughts

about improvements in the health and care system for the future.

Healthwatch Together undertook engagement activities across Lancashire and South Cumbria, through contact with:

- Self-advocacy groups
- Supported living meetings

• Secure services (e.g. The Harbour in Blackpool and Merseycare Whalley in Clitheroe)

• Parent/carer forums

Using the incredible depth of feedback and insight from conversations with individuals and groups we were able to draw up two draft toolkits in easy read format to support appropriate communication messages for cervical cancer screening and breast cancer screening programmes and to support people to make informed choices.

We went back to the groups and shared the initial drafts to check that we had understood their needs and covered areas of concern. We received a second round of feedback so that we could improve further and shape the information based on what people told us.



Through a series of co-production workshops we produced two easy read guides with women, families, carers and professionals titled: <u>'Me and</u> <u>my lady bits: an easy read guide to breast</u> <u>screening' and <u>'Me and my lady bits: an easy</u> <u>read guide to cervical screening'.</u></u>

The toolkits include; what to expect from a screening appointment, information for professionals, families and carers, and useful prompts to encourage meaningful and helpful communication. All information has been designed based on feedback and gaps identified within current communication resources.

Without this type of accessible information and the right approach by professionals, women with learning disabilities were much less likely to be able to make an informed choice about what is a very difficult and sensitive decision. For those that decide to go ahead with the screening, the toolkit also helps to ensure that this is a more positive experience.

The Toolkits have been welcomed by NHS England colleagues and have been distributed through the appropriate networks of health professionals through a series of presentations and have been started to be used. Both toolkits are also being shared with women and those who support them to improve uptake of cancer screening programmes, and importantly with GP practices so they can support patients to make an informed choice to attend screening.

This project provides a great example for the health and social care system generally, and encourages those decision makers to put the public voice at the heart of all planning and commissioning of local care.

NHS England and Healthwatch Together will work with services to share the findings and support the implementation of the toolkits.

"We hope that women with learning disabilities, their healthcare professionals, family and carers will find these guides helpful to explain cervical and breast screening. They have been produced by Healthwatch Together in true partnership with the women involved in the project and we hope they will have a far-reaching impact."

Kath Lewis

Screening and Immunisation Coordinator (Lancashire and South Cumbria)



 \leq

Our volunteers

Sel.



NAME OF THE OWNERS OF THE OWNERS

How do our volunteers help us?

At Healthwatch Lancashire we wouldn't be able to listen to as many local voices without the support of our volunteers. They work passionately with us to help make health and care better for their communities. What our volunteers do:

- + Raise awareness of the work we do in the community
- + Visit care homes and speak to residents
- + Carry out Patient-led Assessments of the Care Environment (PLACE) to identify where improvements can be made.
- + Collect people's views and experiences which we use in our reports



Volunteers have contributed to 33 Enter and View visits in care homes across Lancashire

Thanks to the feedback from volunteers, services have made changes so people living in care homes have a better experience.

From the success of our Enter and View programme, Healthwatch Lancashire is working with the local authority to understand what quality in care homes means to residents.

'I have a great sense of fulfilment from volunteering and feel valued for my contribution and I'm proud of what I've achieved.' Our dedicated volunteers have been involved in engagement activities, including involvement in residents and relatives meetings, visiting supermarkets and care homes collecting people's views on what quality in care homes means to them.

So far this has identified that for the majority, staff and food and are the most important aspects of living in a care home.

Volunteers have also been heavily involved in assessing and scoring Lancashire's hospitals through the national PLACE visits (Patient-led Assessments of the Care Environment) which score the environment of a range of wards in each hospital. They have also ensured hospitals are progressing with the actions plans which are created from the results of these assessments.

Meet our volunteers

Liz

I started volunteering at Healthwatch Lancashire in 2015. I'd retired from work and felt I needed to become involved in some of the issues that were important to me. I had encountered over my many years and during my care for a family member, the inadequate treatment and experience that befell some individuals in the health and social care setting.

I wanted to make a difference and give something back to these people who couldn't always speak out for themselves. I am passionate about giving a voice to those who are seldom heard in society and thereby improve their quality of experience. Volunteering with Healthwatch enables me to make that difference.

I've worked with engagement team members at local healthcare establishments gathering the views and experiences from patients about what they like/dislike about their care with the aim to improve services from the provider organisations e.g. changes to clinic appointment times, bus companies looking at improving transport links, better signposting and producing patient handbooks.



I've been involved with the Patient Led Assessments of the Care Environment and contributed recommendations to the improvement of the patient's experience.

Working with the Enter and View team visiting care homes I've gathered views and experiences from residents, relatives and staff on what it's like to actually live in a care home.

I have a great sense of fulfilment from volunteering and feel valued for my contribution and I'm proud of what I've achieved. If I've made a positive difference to one person's life, then that's what makes it all worthwhile to me. The Healthwatch Lancashire team are amazing - professional in all that they do, supportive, approachable and very friendly.



Volunteer with us

Are you feeling inspired? We are always on the lookout for more volunteers. If you are interested in volunteering get in touch.

w: www.healthwatchlancashire.co.uk t: 01524 239100 e: volunteering@healthwatchlancashire.co.uk

Meet our volunteers





"I volunteer to help other people; people that can't always help themselves.

I have done pop up engagement because I like meeting the people. It is a great way to get out and about, meet new people and see how services are run. It helps to introduce you to new services as well.

I make sure standards are maintained throughout the health service and say when I think something is wrong, such as the signage in hospitals through PLACE assessments. I thoroughly enjoy doing PLACE as it produces results and improves the environment for everyone."

We recently held a Volunteer Open Day at our office in Leyland. It was a fantastic day and we welcomed some new volunteers to our team welcome aboard!



'If I've learnt anything from volunteering, it's that YOU can make a difference – don't just sit there thinking about it – do it!'

Liz Butterworth Healthwatch Lancashire Volunteer Your independent health and care champion. Your voice counts,

healthw tch

Our finances

How we use our money

To help us carry out our work, we are funded by our local authority who provide our core income of £372,706.40. In 2018-19 we spent £363,835.49. We also received £13,078.84 of additional income from commissioned work.

Core Income	£372,706.40
Additional Income	£13,078.84
Salaries	£274,996.35
Operational Costs / Overheads	£88,839.14
Surplus	£21,949.75



3

Our plans for

next year

Trealthw tell

Our top 5 priorities for 2019/20:

- 1. Increase the number of people in Lancashire who are interacting with us via face to face engagement, and across our digital platforms.
- 2. Continue to strengthen the relationships that we have with key stakeholders across Lancashire.
- 3. Recruit more volunteers to enable us to reach more people in the community.
- 4. Work closely with our local authorities to ensure that what people are saying really does shape the services in their areas.
- 5. Increase the projects being done by Healthwatch Together to ensure that we can reach more people across Lancashire.



Message from our CEO

Healthwatch Lancashire has had a fantastic first year as part of the People First family. We have significantly increased and strengthened the relationships that we have with key stakeholders across Lancashire, working collaboratively with our partners to ensure that the people of Lancashire have their say on health and care services.

During 2018 we established 'Healthwatch Together', which brings together four dynamic Healthwatch, working collaboratively to reach out to our communities across Lancashire and Cumbria, improving services collectively. Healthwatch Together is comprised of:

- Healthwatch Lancashire
- Healthwatch Blackburn with Darwen
- Healthwatch Blackpool
- Healthwatch Cumbria

I'm lucky enough to work with a wonderful team of expert Engagement Officers. They know exactly how to work with people, listen to their stories and help them feel heard and understood. Out expert team have worked with thousands of people in the last 12 months, listening to their experiences and using these to influence decision makers, service design and improvement.

Throughout 2019/20 we will continue to network across Lancashire, forming partnerships and working relationships in areas that have been challenging to engage with. We will be specifically aiming to work with service users who, for a variety of reasons, are seldom heard when it comes to engaging in health and social care discussions, empowering them to have their say.

I am really looking forward to 2019/20, developing and strengthening health and social care services at a time of fast paced change through the stories and experiences of those who use them.



David Blacklock Healthwatch Lancashire CEO

Thank you

Thank you to everyone that is helping us put people at the heart of health and social care, including:

- + Members of the public who shared their views and experience with us
- + All of our amazing staff and volunteers
- + The voluntary organisations that have contributed to our work

'Such a brilliant and interesting afternoon chatting all things mental health with Healthwatch Lancashire and some of our fab Artz students and parents.

Artz Centre, Skelmersdale



Contact us

Healthwatch Lancashire Leyland House Lancashire Business Park Centurion Way Leyland PR26 6TY

01524 239100 info@healthwatchlancashire.co.uk www.healthwatchlancashire.co.uk



@lancshealthwatch

@HW_Lancashire

Healthwatch Lancashire is delivered by:

People First Independent Advocacy Registered Charity and Company Limited by Guarantee Registered Charity No. 1184112 Company No. 5438407

03003 038037

admin@peoplefirstcumbria.co.uk

We confirm that we are using the Healthwatch Trademark (which covers the logo and Healthwatch brand) when undertaking work on our statutory activities as covered by the licence agreement.

If you need this in an alternative format please contact us.



Healthwatch Lancashire Leyland House Lancashire Business Park Centurion Way Leyland PR26 6TY w: www.healthwatchlancashire.co.uk
t: 01524239100
e: info@healthwatchlancahire.co.uk
tw: @healthwatchlancs
fb: facebook.com/lancshealthwatch