

ICB Public Involvement and Engagement Advisory Committee

Date of meeting	28 th February 2024
Title of paper	Public and community insights report: December 2023 to January 2024
Presented by	David Rogers, Head of Communications and Engagement
Author	David Rogers, Head of Communications and Engagement David Brewin, Head of Patient Experience Louise Booker, Information Governance Hub Manager Communication Engagement Team Members
Agenda item	5b
Confidential	No

Executive summary

The report provides members of the ICB Public Involvement and Engagement Advisory Committee (PIEAC) a summary of public and community insights captured by the ICB between 1st December 2023 and 31st January 2024. The report collates insights and trends from ICB communications and engagement activity, reports from completed engagement programmes and initiatives along with trends from ICB corporate channels such as complaints, social media and media handling. This is the eighth insight report and continues to be developed to improve the way information is presented and insight from partners included within the report based on feedback from committee members.

Advise, Assure or Alert

Assure the committee:

- The ICB has methods and approaches to capture public and patient insight.

Advise the committee:

- The feedback on the ICB strategy for working in partnership with people and communities has been approved taking into account feedback from the

Recommendations

The Public Involvement and Engagement Advisory Committee is asked to:

- Note the contents and summary of insights contained in the report
- Recognise and endorse the engagement and involvement activity undertaken across the ICB and the resulting insights shared in the report
- Note the forward view of upcoming engagement, involvement and co-production activities for the next period

Which Strategic Objective/s does the report contribute to		Tick
1	Improve quality, including safety, clinical outcomes, and patient experience	✓
2	To equalise opportunities and clinical outcomes across the area	✓
3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees	✓
4	Meet financial targets and deliver improved productivity	✓
5	Meet national and locally determined performance standards and targets	✓
6	To develop and implement ambitious, deliverable strategies	✓

Implications

	Yes	No	N/A	Comments
Associated risks			✓	
Are associated risks detailed on the ICB Risk Register?	✓			There is a risk proposed for this in another item on the committee agenda.
Financial Implications			✓	

Where paper has been discussed

Meeting	Date	Outcomes
Not applicable		

Conflicts of interest associated with this report

Not applicable

Impact assessments

	Yes	No	N/A	Comments
Quality impact assessment completed			✓	
Equality impact assessment completed			✓	
Data privacy impact assessment completed			✓	

Report authorised by:	Neil Greaves, Director of Communications and Engagement
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Public and community insights report December 2023 – January 2024

1. Introduction

The report provides members of the ICB Public Involvement and Engagement Advisory Committee (PIEAC) a summary of public and community insights captured by the ICB between 1st December 2023 and 31st January 2024. The report collates insights and trends from ICB communications and engagement activity, reports from completed engagement programmes and initiatives along with trends from ICB corporate channels such as complaints, social media and media handling. This is the eighth insight report and continues to be developed to improve the way information is presented and insight from partners included within the report based on feedback from committee members. The relationship with the ICB Quality Committee is also important as this committee has an important role in demonstrating, assuring and making decisions in relation to any quality improvements which the insight and engagement activity may lead to. However, it has been agreed that between the two committees, the Public Involvement and Engagement Advisory Committee will take the lead in providing assurance on the insights report.

2. Executive summary: headline trends and key themes

- Requests and engagement with the ICB from the public continues to be focused on primary care, urgent and emergency care. Continuing healthcare and dentistry also continue to be a focus of interest and concern.
- Insight across engagement also tells us that members of the public want to see quality of services improve, good access to services, their voices to be heard and want to see programmes of improvement being delivered and demonstrated. There is a growing understanding of the financial challenges and the unprecedented demand that the NHS faces.
- As a result of interest in GP appointment non-attendance, we are working with PPG and PCN networks to develop engagement around “did not attend” to support practices and reduce this unprecedentedly high number, and costly trend.
- There is a great deal of interest in the ICB’s engagement activities and this means that there is a continuing focus on delivery of engagement activity and a pressure for communications and engagement team members to assure the public of the numbers of activities, opportunities to be heard and most importantly, evidence that people and communities have been heard and their views acted upon. This is most evident in our work to develop the Health Reference Group, and the growing increase in people joining our citizen panel.
- An analysis of the data highlights that people and communities are understandably most interested in what matters to and what affects them. Where the focus of engagement has relevance and salience with people and communities, we see considerably more engagement. Where we struggle to engage with people and communities, the onus is on the ICB to ensure that the rationale for engagement is clear, that people feel that their views will be acted on and that the means by which they can share their views are accessible and easy. Evidencing impact and change as a result of engagement continues to be a challenge. In the next quarter we will report on our follow up survey of engagement.
- Proactive communication activities does drive traffic and conversations across ICB online channels (including the website and social media). It is clear that the public recognise the financial challenges and unprecedented demand that the ICB and our partners experience. However, given this, the majority of the feedback can be viewed as positive or neutral in sentiment.

3. Insight from ICB corporate channels

3.1 Patient Experience

Introduction

This report sets out the activity of the ICB Patient Experience service for December 2023 and January 2024. This is made up of complaints, PALS enquiries and MP correspondence.

The complaints included in this report are those handled in accordance with the Local Authority Social Services and National Health Service Complaints (England) Regulations 2009 where the ICB is treated as the 'Responsible Body'. They are a combination of complaints about the actions and omissions of the ICB itself and our commissioned providers.

Letters from MPs are made up of complaints from constituents, other queries raised by constituents but not handled as complaints and correspondence from MPs themselves typically about funding or strategy or other local health and care topics.

The PALS service is the 'front door' to the complaints team and resolves concerns quickly and informally where possible. Our PALS staff also provide information and advice to patients and their families.

The ICB Patient Experience team has been reporting to PIEAC from the outset. This section has been revised and can be further adapted depending on the views of the Committee. This report includes:

- The numbers of new contacts by type and comparisons to previous months.
- A summary of the type of complaints received and details of MP activity.
- Analysis of trends and themes emerging from the cases dealt with.
- Examples of learning.

The information for this report was extracted on 16 February 2024.

3.2 Activity in 2023/24

The table below records the number of contacts by type for each two-month period over the last year extracted from the 'Ulysses' case management system. Each PIEAC meeting will receive details of incoming volumes for a rolling 12-month period.

3.3 Total volumes received.

Type	February – March 2023	April – May 2023	June – July 2023	August – September 2023	October – November 2023	December 2023 – January 2024	Change from last period
Complaint	81	73	142	284	275	228	- 47
MP Letter	41	59	61	51	40	43	+3
PALS Enquiry	156	126	255	317	287	231	-56

There was a marked difference in the totals for December (82 complaints, 26 MP letters and 56 PALS) and January (146 complaints, 17 MP letters and 175 PALS). We closed 351 cases during these two months comprised of 288 complaints and 63 MP letters. This is a small reduction from the 360 closures during October and November 2023, but we were able to close more cases than we opened, and the overall stock of cases has reduced. At the last PIEAC, we reported 387 open records. The data for this report was not extracted until 16 February 2024 due to a fault with the reporting function in our case management system. At that date

we had 369 open cases compared to 387 in the last report. Due to staff sickness and vacancies, we have fewer caseworkers and individual caseloads have increased considerably.

3.4 Analysis

3.5 Complaints

We received 228 complaints in December 2023 and January 2024. This is a reduction of 47 from the previous two months. December totals were the lowest we have recorded since the delegation of Primary Care complaints from NHSE on 1 July 2023, but January showed a significant increase.

The complaints we handle can be broken down into four categories as set out below. We first reported this to the June 2023 meeting of PIEAC and those numbers are included to allow comparison.

Reporting Period	ICB	All Continuing Care	Age Secondary Care Provider	Primary Care
April - May 2023	12	10	45	6
June – July 2023	17	16	50	59
August – September 2023	23	12	62	187
October – November 2023	14	19	90	152
December 2023 – January 2024	15	25	55	133

Primary care complaints are mostly about General Practice (71) and Dentistry (50). Dentistry complaints continue to be centred on access to NHS treatment whereas General Practice complaints are across the breadth of activity.

We have received two contacts from the Parliamentary and Health Service Ombudsman (PHSO) about cases we have handled. Both are awaiting a decision as to whether they will proceed to a full investigation.

3.6 MP Correspondence

During this period, we received a total of 43 letters. This is a small increase from the last period though numbers remain lower than in previous years. Letters were received from several MPs with no significant concentration in one constituency. The largest single total was Simon Fell with nine followed by Sir Lindsay Hoyle with five. One more, the largest single topic was access to NHS dentistry and the second highest was Continuing Healthcare.

3.7 PALS Enquiries

There was a decrease of 56 in PALS totals. We saw significantly less contact around Christmas and New Year. Volumes have increased sharply through the second half of January.

3.8 Learning from Complaints

When any element of a complaint is fully or partially upheld, we identify learning and include it in our response. This could be additional actions to resolve individual complaints or broader service improvements. These examples could be about LSC ICB or a commissioned provider. More work is planned to ensure learning is embedded and leads to tangible change. Examples of learning from this period are:

You Said	We did
I have waited over two years for a rubber band ligation, and I have still not received an appointment.	We worked with the Trust to understand the reasons for the delay. Although some of the delay fell outside of the Trust's control, we were able to assist the patient in expediting her appointment and the procedure was carried out. The Trust has confirmed that it will improve the standard of communication to ensure patients are fully informed about the reasons for delays and aware of safety netting advice.
I rang my practice after a fall as I had pain in my hip. My GP told me they would refer me for an x-ray but I didn't hear anything back for a week and ended up having to contact the hospital.	The Practice acknowledged you had been given the wrong advice about your x-ray referral. This error identified that further training was required for all their trainee clinicians about appropriate pathways. They have apologised to you. The omission has been discussed with senior partners and that further material would be added to the training pack to ensure the x-ray referral pathway is highlighted as part of the training programme.
No one mentioned the risk of my baby being injured during my c-section and they have failed to provide the follow-up care promised following a cut to my baby's head.	We ensured the Trust provided you with a detailed explanation regarding the consent process prior to c-section and the risks explained. Although the Trust confirmed that you were informed of the risks they did acknowledge that communication could have been better regarding the wound care management. The Trust are going to discuss your experience with senior team leads and ensure that staff are reminded of the importance of explaining wound care management and providing patients the opportunity to discuss concerns to alleviate any worries.

4. ICB communications and engagement channels

4.1 Media interest and response

The ICB communications and engagement team manages media interest and enquiries along with coordinating partnership activity across NHS organisations. The team has a role to encourage the media to broadcast and print key messages in a way which influences the public.

Period	Press enquiries	System-wide media releases	Hyper-local media releases	Statements issued	Broadcast interviews
October	33	10	0	9	9
November	17	5	3	4	6
December	12	7	1	5	7

In December 2023, there was a downturn in the number of enquiries received compared with November, however the first half of December was busier and consistent with previous months. A downturn is not unexpected, due to Christmas, New Year and annual leave. Press releases after December 13 were focused on the upcoming industrial action and winter campaigns, and only two enquiries were received after the industrial action began. Proactive radio interviews were set up locally with Radio Lancashire and Cumbria ahead of both legs of the industrial action – though we no longer arrange anything separate for them as they have begun to share most content. December saw the announcement that ICB chair, David Flory will be leaving L&SC following his new appointment as joint chair of Liverpool University Hospitals NHS Foundation Trust and Liverpool Women's NHS Foundation Trust. Themes with the enquiries recently have been less driven by our press releases and more by current events (such as the Cold Health Weather Alert, Ozempic Shortages, perceived increase in cases of whooping cough). Winter campaign press releases and Industrial Action press releases have good pick-up from local media outlets, though they don't tend to generate many media enquiries or interview requests.

4.2 Online and social engagement

The ICB communications and engagement team manages social media accounts for the ICB.

Combined following (all accounts*): 43,489 | Combined following of ICB accounts: 6,581

All accounts:
 Facebook: 34,532 ↑ 205
 X: 7,191 ↑ 32
 LinkedIn: 1,127 ↑ 72
 Instagram: 541 ↑ 9
 YouTube: 98 ↑ 3

ICB accounts:
 Facebook: 2,702 ↑ 192
 X: 2,042 ↑ 38
 LinkedIn: 1,198 ↑ 71
 Instagram: 541 ↑ 9
 YouTube: 98 ↑ 3

81% female and 19% male followers
 1,373 link clicks
 225 posts with a combined organic post reach of 11,535 (this doesn't include Twitter as the data isn't available).
 408 inbound engagements.

*This figure won't be truly accurate as some followers may follow several of our accounts

Most popular posts on social media (December 2023):

Clicks	Likes	Shares	Reach
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1	Women's health hubs funding (Facebook ICB)	Women's health hubs funding (LinkedIn ICB)	Women's health hubs funding (Facebook ICB)	Button batteries (Facebook ICB)
2	Women's health hubs funding (X ICB)	Women's health hubs funding (X ICB)	Button batteries (Facebook ICB)	Women's health hubs funding (Facebook ICB)
3	Women's health hubs funding (LinkedIn ICB)	Merry Christmas post (Facebook ICB)	Women's health hubs funding (X ICB)	Talking Therapies (Facebook ICB)

Facebook

Metric	Oct	Nov	Dec
Followers	2,366	2,510	2,702
Total posts	88	73	91
Post impress.	26,667	24,826	61,381
Post reach	25,092	51,107	59,108
Link clicks	959	348	741
Post engagement	4.84%	1.34%	1.76%

X (Twitter)

Metric	Oct	Nov	Dec
Followers	1,931	2,004	2,042
Total posts	73	70	90
Post impress.	71,284	28,958	26,726
Post reach	N/A	N/A	N/A
Link clicks	631	222	376
Post engagement	1.89%	1.44%	2.02%

Instagram

Metric	Oct	Nov	Dec
Followers	515	532	541
Total posts	34	31	35
Post impress.	2,588	2,720	2,560
Post reach	2,453	2,532	2,473
Link clicks	N/A	N/A	N/A
Post engagement	2.28%	1.76%	1.41%

LinkedIn

Metric	Oct	Nov	Dec
Followers	1,055	1,127	1,198
Total posts	24	4	3
Post impress.	7,959	1,292	1,634
Post reach	5,103	925	954
Link clicks	326	56	56
Post engagement	5.47%	5.8%	7.53%

4.3 ICB and Lancashire and South Cumbria Integrated Care Partnership website statistics

The ICB communications and engagement team manages the ICB website, as well as hosting and supporting the development of the Provider Collaborative, Integrated Care Partnership, and New Hospitals Programme websites.

	New users	Page views	Engaged sessions
Oct	36,620	95,054	56,421
Nov	42,933	106,846	61,507
Dec	24,316	72,244	36,221

Most popular web pages

Top five viewed web pages (not including homepages). The pages in italics denote either a paid for campaign or areas of communications focus – particularly via social media.

November	December
COVID-19 vaccination programme CYP: Information for children and young people NHS Talking Therapies ChatBot: Waiting lists What is an ICB?	COVID-19 vaccination programme What is an ICB? NHS Talking Therapies Contact us Cards for kindness

5. Survey responses

	November	December	January
Number of live public surveys	16	17	16
New surveys launched	2	3	0
Number of public responses to surveys	204	1,803	377

7. Listening activities

Fylde Coast Patient Participation Chairs network

The Patient Participation Chairs network in the Fylde Coast aims to bring together the chair of every GP practice in Blackpool and parts of Lancashire Place such as Fylde and Wyre. Patient Participation groups are an important element of inclusion, bringing patient voice into operational conversations. Meetings will be held in-person bimonthly at Bickerstaffe House, most recently on Monday 12th February 2024, with representatives from 13 primary care practices, as well as David Rogers (Head of Communication & Engagement) and Chantelle Bennett (Engagement and communications senior officer) from Lancashire and South Cumbria ICB. The chairs discussed their main collective concerns, which were:

- Concerns about recruitment, especially recruitment of younger PPG members
- Unwanted variance between practices in terms of extended access appointments, di0
 - long waits for an autism diagnosis - parents with a child on the autistic spectrum (whether diagnosed or suspected) need support, information and a point of contact. Early onset support and interventions for parents will produce better outcomes. Equip parents with skill sets ie CBT
 - what therapy for autism/mental health is available through social prescribing? Parents having to pay privately – one parent found that duck therapy on a farm helped her child

11. Reports, insights and outcomes from engagement activity – including You Said We Did

Special allocations scheme procurement

Special allocation schemes were created to ensure patients who have been removed from a practice patient list can continue to access healthcare services. The NHS has a responsibility to ensure all patients can access good-quality GP services and that patients are not refused healthcare.

In Lancashire and South Cumbria, the special allocation scheme is currently provided by Compass Medical Practice. Compass Medical is run by Fylde Coast Medical Services (FCMS).

The communications and engagement team supported a review of the special allocations scheme by carrying out a patient engagement exercise. This took the form of a survey which was available to complete online and physically, with all 259 of the current patients on the scheme written to personally and sent a questionnaire to complete.

The survey received 46 responses – more than 17 per cent of patients. This is higher than was anticipated at the beginning of the exercise and was supported by the practice writing to and texting all of its 259 registered patients.

The majority of patients are complimentary about the service they receive from Compass Medical Practice. When asked what was good about the service, 30 per cent provided negative comments. More than a quarter praised the staff while another 20 per cent commented on the high standard of care. And when asked what could be improved about the service, 43 per cent said 'nothing'. A small number of areas that could be improved were raised, mainly around access and the location of the service.

12. Reports, insights and outcomes from national patient surveys

Maternity survey 2023, published: February 2024

This survey looked at the experiences of women and other pregnant people who had a live birth in early 2023. Women and other pregnant people who gave birth between 1 and 28 February 2023 (and January if a trust did not have a minimum of 300 eligible births in February) were invited to take part in the survey. Trusts with sample sizes meeting this minimum were asked to additionally sample ethnic minority groups from January and March to enable statistical analyses at regional and ICS levels. Fieldwork took place between April and August 2023. Responses were received from 25,515 women and people who had recently given birth. This was a response rate of 41%.

What we found

At a national level the 2023 maternity survey shows that people's experiences of care have deteriorated in the last 5 years. Trend analysis was carried out on 26 evaluative questions on data from between 2018 and 2023. Of these questions, 1 showed a statistically significant upward trend, 14 showed no change and 11 showed a statistically significant downward trend. However, results relative to 2022 show signs of improvement in many areas. Of the 54 evaluative questions compared year on year, between 2023 and 2022, 38 showed significant improvement, including all questions in the area of antenatal care.

We found that:

- All areas of antenatal care improved from 2022.
- Mental health support has shown improvement during antenatal and postnatal care.
- Availability of staff has worsened in during labour and birth, in hospital after birth and during postnatal care.

- Those who had poor continuity of care, report worse experiences during antenatal care,
- labour and birth and postnatal care.

13. Published reports with patient and public insight from partner organisation Healthwatch, VCFSE etc

Safeguarding Voices: Making Safeguarding Personal in Blackburn with Darwen, Blackpool and Lancashire (Blackburn with Darwen Healthwatch)

In addition to the overall recommendations, Healthwatch Blackburn with Darwen have made the following 'Blackburn with Darwen' specific recommendations:

1. Aim to close the feedback loop with those involved in a safeguarding enquiry before closing the case or Stopping contact, to ensure individuals are not left wondering what the outcome is. Communication is key.
2. Develop a consistent approach to supporting individuals across the safeguarding team, and ensure they have a good understanding of the situation throughout, to help ensure that some people do not feel ignored through the process. Clear communication and listening to people's needs and preferences is essential to making safeguarding personal.

Blackburn with Darwen Safeguarding Adult Board (BwDSAB) Formal Response to Recommendations:

"Following the publication of the report, the BwDSAB will take the following steps: • The BwDSAB will welcome Healthwatch representation to present findings at the next BwDSAB meeting in December 2023. The Partnership will be encouraged to discuss the findings and or recommendations, on both a Blackburn with Darwen and Pan Lancashire footprint. All recommendations will then feed into the BwDSAB 'Promote subgroup' where the recommendations will be broken down into effective actions and work plans. Updates made on actions and work plans will be periodically reported to the Board in order to provide assurance. The work undertaken on Healthwatch recommendations will be featured and reflected in the BwDSAB 2023/24 Annual report.

Dying well

The key findings from this engagement were:

- Importance of flexible advanced care planning
- Respect for individuals' wishes
- Greater support needed for funeral planning
- Bereavement Support
- Education for Young People on Death and Coping with Bereavement
- Role of GP and health professionals in starting the conversation early about end of life

Read the full report: [Dying-Well-Views-and-Experiences-of-Residents-1.pdf](https://healthwatchblackburnwithdarwen.co.uk/Dying-Well-Views-and-Experiences-of-Residents-1.pdf)
(healthwatchblackburnwithdarwen.co.uk)

Blackpool Healthwatch:

Blackpool South Primary Care Network: Insights from patients (December 2023)

The aim of this project was to gather valuable feedback from patients registered at South Primary Care Network (PCN) practices, encompassing Highfield Surgery, Stonyhill Medical Practice, Arnold Medical Centre and Abbey Dale Medical Centre, representing a patient population of approximately 37,000 individuals. This insight will help shape health and care services in the South PCN Area. [Modern Annual Report \(healthwatchblackpool.co.uk\)](https://healthwatchblackpool.co.uk/Modern-Annual-Report)

Thornlea Rest Home Enter and View

Healthwatch Blackpool had an enjoyable experience at Thornlea Rest Home, and we were welcomed by staff. Overall, the feedback gained was extremely positive from both residents and family members. <https://healthwatchblackpool.co.uk/wp-content/uploads/2024/01/Thornlea-Rest-Home-Report-FINAL.pdf>

Glen Tanar Care Home Enter and View

Healthwatch Blackpool's visit to Glen Tanar Care Home was extremely positive, and the staff were welcoming to Healthwatch representatives. Feedback from residents and observations suggested that on the whole, those staying at Glen Tanar are satisfied with their care. healthwatchblackpool.co.uk/wp-content/uploads/2024/02/Glen-Tanar-Enter-and-View.pdf

Safeguarding Voices: Making Safeguarding Personal in Blackburn with Darwen, Blackpool and Lancashire (Blackpool)

Key findings from this engagement, specific to Blackpool were the importance of explanations and clarifying service user and carer understanding, listening to and involving service users. Respondents were keen to be supported and involved in future planning of services and care. This planning was seen as essential for ensuring the wellbeing and safety of the individuals involved. On the other hand, some participants had not received any support for future planning, while a few did not believe it was necessary.

[HWT-safeguarding-report-final-draft.pdf \(healthwatchblackpool.co.uk\)](https://healthwatchblackpool.co.uk/wp-content/uploads/2024/01/HWT-safeguarding-report-final-draft.pdf)

Lancashire Healthwatch:

Day Services for Adults with Learning Disabilities: Final report (published in January 2024)

Between June 21st 2022 and September 7th 2022 eleven day services were visited across Lancashire, and individual surveys were carried out with people using the services, their relatives, and staff, as well external staff/agencies and volunteers. In total 250 people were engaged with and overall there was a high satisfaction rate for day services. There were several general themes identified across the services as needing some improvement, although none of these required any immediate action. Three relatives who were surveyed were unable to answer some questions due to their loved ones limited ability to recall/discuss their day. Areas identified as needing some improvement included more personal choices, further activities, better communication with relatives, more space to allow for services to expand, the occasional need for quiet spaces, as well as other ideas those surveyed had for continual quality improvement.

healthwatchlancashire.co.uk/wp-content/uploads/2023/01/Day-Services-Final-Report.pdf

Engaging with patients at Royal Preston Hospital, December 2023

Healthwatch Lancashire participated in an engagement event at Royal Preston hospital on Monday 27th November from 12:00-3:00pm. Representatives spoke to twelve patients and two relatives during this time and asked them about their experience of Royal Preston Hospital. The purpose of this engagement was to gather feedback from patients about their experience of visiting the hospital, to establish areas of good practice and possible areas to improve. During the visit Healthwatch Lancashire representatives found themselves directing patients to wards and areas of the hospital as they had become lost and couldn't find certain places. They were also confused after coming out of the lifts due to a lack of signage. During the visit it was observed that porters and security staff were directing patients to places within the hospital as it was clear patients did not understand where to go when looking at the signage. It was clear that some staff were also not clear on directions within the hospital when

asked by patients and were seen to be looking at maps with patients. Feedback has been shared with the Patient Experience team at the hospital.

Westmorland and Furness Healthwatch:

You told Us

A total of 505 individuals were interviewed and told the Healthwatch team what mattered to them. Key issues were:

- Remote appointments & digital services
- Access to services and transport
- Quality of treatment
- Discharge

171 people were signposted to the right place to get further assistance and help. The team have been working with local service providers to raise awareness of our Feedback Centre. Encouraging them to interact with feedback left on our website and engage with their service users directly. This work has also allowed us to work in partnership with these services to update our signposting information.

[Dec HWWaF You told us report \(healthwatchwestfurn.co.uk\)](https://www.healthwatchwestfurn.co.uk)

Glossary

A glossary of terms to support this paper is available here:
<https://www.lancashireandsouthcumbria.icb.nhs.uk/about-us/glossary>