

building
a caring
future
HOSPITAL | COMMUNITY | HOME

Northumbria Healthcare
NHS Foundation Trust



AN OUTSTANDING YEAR



**A SUMMARY OF OUR
ANNUAL REPORT
AND ACCOUNTS
2015/16**

Contents

- 01 Chairman's statement
- 02 Chief executive's statement
- 03 Who we are
- 05 This year
- 06 Our performance this year
- 08 Putting patients first
- 10 Everyone's contribution counts
- 12 Responsibility and accountability
- 14 Where the money comes from
- 15 Where the money goes

Alternative formats:

If you would like a copy of this information in large print, another language, audio tape or other format, please call the Communications Department on 0191 203 1546

Chairman's statement



On behalf of the Board of Directors and Council of Governors, I would like to start my first chairman's statement by thanking my predecessor Brian Flood for his exemplary leadership of the trust, which saw us awarded Governing Body of the Year at the NHS Leadership Recognition Awards 2016.

Despite a national context of an unprecedented increase in demand for services, against a backdrop of increasingly pressured budgets, I am proud to join a trust which is consistently one of the country's top performing. Not only does the trust have one of the strongest financial positions in the sector, but everyone I have met has demonstrated a shared purpose to deliver the very best quality of care to patients.

This has been a landmark year for the trust, one where we were pleased to receive an outstanding rating from health and social care regulator, the Care Quality Commission, and one where we were recognised as the most open and transparent organisation in the NHS in England.

I would like to express my sincere thanks and gratitude to our Council of Governors for their commitment, continued support and constructive challenge. The Council of Governors represent the public, staff and other key stakeholders and is, therefore, an invaluable link between the trust, our members and the public we serve.

I would also like to thank my colleagues on the Board of Directors for their expertise, support and leadership and our staff for their professionalism, enthusiasm and sheer commitment.

Looking to the year ahead, we are under no illusion that the NHS will continue to face unprecedented challenges, however, we are confident that the strong foundations we have in place at Northumbria Healthcare will allow us to continue to deliver excellent services for our patients and service users.

A handwritten signature in black ink, appearing to read 'Alan Richardson', written in a cursive style.

Alan Richardson
Chairman

Chief executive's statement



I am pleased to present a summary annual report in what has been a landmark year for the trust - a year in which we were rated outstanding by our quality regulator, the Care Quality Commission.

They rated 20 of our core services as outstanding - more than any other NHS organisation previously inspected. This is good for the trust but, far more importantly, good for our patients and service users.

The opening of The Northumbria and the transformation of urgent and emergency care in June 2015 was the result of many years of planning and hard work. The Northumbria is already achieving what we hoped it would to improve clinical outcomes for patients, however, it has seen unprecedented levels of demand in its emergency department - a picture we are seeing across the country.

Like the rest of the NHS, we also experienced our busiest winter on record and our staff worked harder than ever, continuing to go the extra mile to ensure every patient received great care. Despite this, our staff satisfaction rates are the highest in the NHS and our patient experience scores have been maintained, or improved even further.

The past 12 months have seen us emerge as one of only a handful of provider trusts in financial surplus. This is testament to our strong financial

control and discipline and is particularly impressive when set against a backdrop of an increasing number of NHS organisations, both regionally and nationally, experiencing a deterioration in their financial performance. Our well-established commercial activity has been a key factor in helping us maintain this strong financial position.

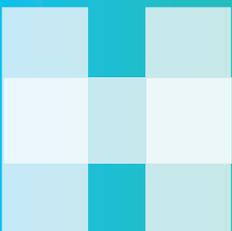
We are involved in two initiatives designed to bring people and organisations together to work to meet future health and social care needs of the people we care for. These are called 'vanguards' and you can read more about these in later in this summary report.

I would like to thank all of our staff, partners and governors for their contributions to our achievements of the past year. This sort of performance is only possible when everyone pulls together and that has certainly been evident.

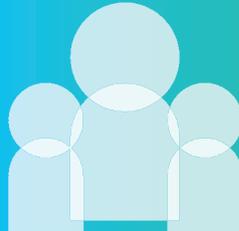
A handwritten signature in black ink, appearing to read 'David Evans'.

David Evans
Chief executive

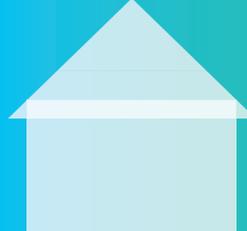
Who we are



Emergency and elective (planned) inpatient services
Outpatient services
Maternity services
Children's services



Community services
District nursing
Health visiting
Rehabilitation
Sexual health



Home services
Manage adult social care in Northumberland on behalf of the county council

729,000
PATIENT CONTACTS
DURING 2015/16

WITH 9,500
DEDICATED MEMBERS OF STAFF WE ARE ONE
OF THE NORTH EAST'S LARGEST EMPLOYERS

We have operated as a foundation trust since 2006. Foundation trusts are membership-based, public benefit corporations. Members elect governors who, as a body, hold to account the Board of Directors for the management and performance of the trust

We have a Council of Governors with 70 members representing the public, staff and some of our external partners

Northumbria Healthcare Facilities Management Ltd (NHFML)

NHFML was established on 17 January 2012 and is a wholly-owned subsidiary of the trust. It provides specialist project management services for large and small capital developments, as well as estates maintenance services.

NHFML helps clients through the capital development process, from concept through to final occupation. This includes developing initial briefings and options, securing appropriate sites and planning consents, appointing consultant designers and advisors, managing the detailed design process, appointing contractors, managing the construction process and getting clients into fully operational buildings. It also provides maintenance services to ensure that premises are safe, comfortable and correctly meet the business needs of the client and comply with all statutory and/or mandatory requirements.

Over the last year, two major projects have been managed by NHFML; the build of the new specialist emergency

care hospital and the current redevelopment of services for older people with mental health issues at North Tyneside General Hospital.



Northumbria Primary Care (NPC) Ltd

NPC began trading on 1 April 2015 as a wholly-owned subsidiary of the trust. It has a stand alone Board of Directors which is chaired by Dr Peter Sanderson. The rest of the board is made up of representatives from GP practices that form part of the company and directors from the trust. The purpose of the company is to provide GP practices with professional support in the delivery of key corporate functions.

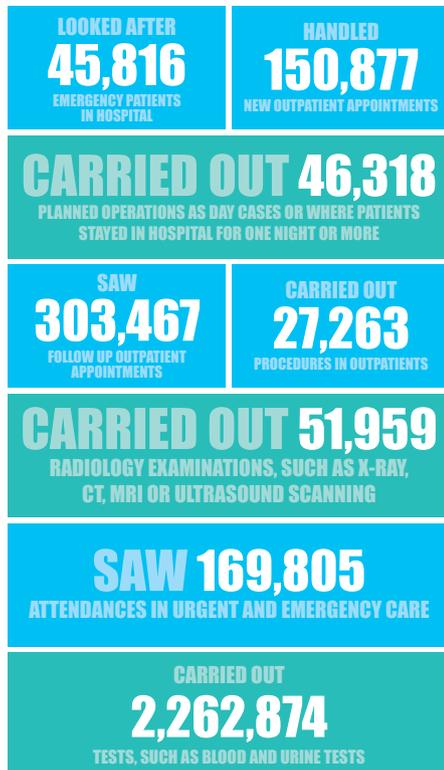
NPC currently manages three practices: Ponteland Medical Group, Collingwood Medical Group (Blyth) and Cramlington Medical Group. Practice management support is also provided at Infirmary Drive Medical Group (Alnwick).

During the year, NPC developed a salary scale for the GP workforce which reflects experience and workload and introduced new roles into the primary care team, such as nurse practitioners and clinical pharmacists. This has enhanced delivery of quality services to patients at a time when recruitment to GP posts is a key risk.

All back office functions for NPC practices such as payroll, financial management and human resources are provided by staff within the trust who have developed expertise in primary care. Policies and procedures for all sites have been developed and standardised, such as the handling of complaints and incidents.



This year we



England's first purpose-built specialist emergency care hospital

The Northumbria hospital opened on 16 June 2015. Built on the outskirts of Cramlington, it provides specialist emergency care for seriously ill and injured patients from across

Northumberland and North Tyneside. The hospital has emergency consultants on site 24 hours a day, seven days a week, as well as consultants in a range of specialties working seven days a week.

Primary and acute care system (PACS) vanguard

We were identified as a PACS vanguard in March 2015. The purpose of this initiative is to look at ways in which the trust can develop new models of care which strengthen integration between primary and secondary care. Northumberland is already recognised as having a well integrated health and social care system thanks to long-standing relationships between our organisation and Northumberland County Council.

As part of the PACS vanguard, we are working in partnership with Northumberland Clinical Commissioning Group (CCG) and GPs across the county, Northumberland County Council and other key partners including primary care, the ambulance service, as well as providers of mental health and specialised services. Our ambition is also to create a single

'accountable care organisation' for Northumberland which will be one of the first of its kind in the NHS to have joint accountability for the whole health and care needs of the population. This will make it much easier for teams across different organisations to work more effectively together with the same goal of delivering high quality care.

Acute care collaboration vanguard

We have also been identified as one of 13 acute care collaboration vanguards which have been tasked with exploring ways of strengthening collaboration between NHS organisations across the country.

Our vision for the acute care collaboration is to create a high performing foundation group which runs health organisations and provides a wide range of shared services across the NHS.

Our aim is to build a more efficient and effective NHS which shares clinical knowledge and expertise, spreads innovation and best practice and reduces cost through sharing back office services.

Our performance this year

Services rated outstanding

We were rated outstanding by the Care Quality Commission (CQC) following its inspection in November 2015.



Financial health

We recorded a surplus for the year of £11.3 million. This reflects the strength of financial management and efficiency in the trust.

Looking after the environment

We play our part in protecting and using the earth's resources responsibly because we understand the impact this has on the economic and social welfare of people here in this country and across the world. We are pleased to say we have met the Department of Health's target on reducing carbon emissions a year ahead of schedule.

Human rights

We are committed to meeting our obligations in respect of the human

rights of our staff and patients, which is closely aligned both to the NHS Constitution and our values. We have an equality, diversity and human rights policy which guides our approach to managing social, community and human rights issues. The policy was reviewed in 2015 to ensure its effectiveness and, in particular, that our stance on equal opportunities is compliant with legal and best practice standards and that our practice in this field is exemplary.

Overseas links

We have developed strong international links over a period of several years. Since 1999, our charity has supported a ground-breaking project which sees our employees working in partnership with Kilimanjaro Christian Medical Centre in northern Tanzania. Our teams have volunteered their time to travel to Tanzania to train their African counterparts, enabling them to provide a vastly improved medical environment for patients in their country. This international link continues to gain momentum and the trust has hosted medical students from Tanzania, undertaken ground

breaking medical research, fundraised for HIV orphans and helped to establish school links between Tanzania and the UK. We continue to explore ways in which we can share our learning, and learn from, international partners.

We use concerns, comments and complaints to help us improve things for future patients

We place significant emphasis on the feedback we receive from patients, whether positive or negative. To ensure we continue to improve the quality of care and patient experience we provide, we thoroughly track, review and monitor the complaints, concerns and compliments we receive and our response to these. During the year, we have established a patient feedback sub-committee which reports to the Board of Directors' safety and quality committee and is predominantly concerned with identifying themes and issues arising from patient feedback gathered through formal complaints, informal concerns and comments about the trust's services on social media.

RECOGNISED FOR OUR SUCCESSES

This year, we were privileged to have our commitment to quality recognised with a number of achievements:

- **BRITISH MEDICAL JOURNAL (BMJ): PATIENT SAFETY AWARD 2015 FOR THE TRUST'S HIP QUALITY IMPROVEMENT PROGRAMME**
- **CHKS TOP HOSPITALS PROGRAMME 2015: FOR THE EIGHTH CONSECUTIVE YEAR NAMED AMONG THE 40 BEST PERFORMING NHS ORGANISATIONS**
- **HSJ, NURSING TIMES IN PARTNERSHIP WITH NHS EMPLOYERS: BEST PLACE TO WORK IN THE NHS FOR 2015**
- **HEALTH SERVICE JOURNAL NATIONAL PATIENT SAFETY AWARDS 2015: SPECIAL RECOGNITION AWARD FOR DEMONSTRATING A CLEAR FOCUS ON PATIENT SAFETY AND CONTINUOUS QUALITY IMPROVEMENT**
- **ASSOCIATION FOR HEALTHCARE COMMUNICATIONS AND MARKETING AWARDS 2015: BEST INTERNAL COMMUNICATIONS (FOR RAISING AWARENESS OF SEPSIS) BEST USE OF INNOVATION (FOR GP APP)**
- **HEALTHCARE FINANCIAL MANAGEMENT ASSOCIATION NORTHERN BRANCH: LARGE FINANCE TEAM OF THE YEAR**
- **PAYROLL WORLD AWARDS 2015: BEST PAYROLL SUPPORT TEAM**
- **HEALTH SERVICE JOURNAL AWARDS 2015: BOARD LEADERSHIP AWARD**
- **HEALTH BUSINESS AWARDS 2015 HOSPITAL BUILDING AWARD FOR THE NORTHUMBRIA HOSPITAL**
- **CIPR NORTH EAST PRIDE AWARDS 2015: GOLD INTEGRATED CAMPAIGN GOLD HEALTHCARE CAMPAIGN GOLD BEST USE OF DIGITAL (ALL FOR OPENING THE NORTHUMBRIA HOSPITAL CAMPAIGN)**
- **NHS LEADERSHIP RECOGNITION AWARDS 2016: NHS GOVERNING BODY OF THE YEAR AT THE NHS LEADERSHIP**
- **NORTH EAST NHS LEADERSHIP RECOGNITION AWARDS 2015: NHS BOARD/GOVERNING BODY OF THE YEAR NHS PATIENT CHAMPION OF THE YEAR NHS MENTOR/COACH OF THE YEAR NHS LEADER OF INCLUSIVITY OF THE YEAR**

Putting patients first

REAL-TIME PROGRAMME

FACE TO FACE INTERVIEWS OF
OVER 470 PATIENTS PER MONTH

INVOLVES 40 WARDS ACROSS 8 SITES
INCLUDING THE NORTHUMBRIA

FOCUSES ON ALL ASPECTS OF CARE FROM
KINDNESS AND COMPASSION TO PAIN CONTROL

FEEDS BACK INFORMATION TO CLINICAL
TEAMS WITHIN 24 HOURS

GIVES A FULL PICTURE OF CARE

WE INTERVIEWED 5,646 PATIENTS DURING 2015. WE SCORED:

99%

FOR PATIENTS BEING
TREATED WITH KINDNESS
AND COMPASSION

99%

FOR BEING TREATED WITH
RESPECT AND DIGNITY
AT ALL TIMES

98%

FOR THEIR RELATIONSHIPS
WITH OUR DOCTORS
AND NURSES

98%

FOR MAINTAINING EXCELLENT
STANDARDS OF CLEANLINESS
ON THE WARDS

97%

FOR DOING EVERYTHING
WE CAN TO MANAGE PAIN

94%

FOR INVOLVING PATIENTS IN DECISIONS
ABOUT THEIR CARE AND TREATMENT AS
MUCH AS THEY WANTED TO BE

We want everyone who accesses our services to feel valued and cared for and we have a well-established patient experience programme to support this. Our programme provides essential information that tells us whether we are succeeding in providing the best possible care for each and every patient.

We expect all patients to be listened to and treated with honesty, respect and dignity at all times. We acknowledge that patients and their families are the experts in terms of their experience of our care. Really listening to what they have to tell us allows us to deliver the type of services that they need and will use.

Our patient surveys

We survey thousands of patients once they leave hospital to allow us to gain a very balanced view of their experience of our care.

Outpatient experience:

- The results of the surveys we carry out with our outpatients continue to be outstanding with 98 per cent of patients rating us as excellent, very good or good
- The trust performed in the top 20 per cent of trusts in England for 18 of the 19 most important questions to patients and the remaining question score was above average
- On average, the trust is in the top 20 per cent of all trusts in England with an overall score of 89.5 per cent and the score for the top 20 per cent in England standing at 84.4 per cent

Inpatient experience:

- Inpatient results for 2015/16 continue to be very good and overall 96 per cent of patients rated their care as excellent, very good or good
- The trust was in the top 20 per cent of all trusts on 17 of the 19 most important questions to patients
- On the remaining two questions, although not achieving the top 20 per cent, the trust was above the national average

Emergency department:

- The results for the emergency department are also very good. We remain in the top 20 per cent of all trusts in England on 24 of the 27 questions that are comparable with national data

- The top 20 per cent score for England was 78 per cent and the scores for the trust were Hexham hospital 87 per cent, North Tyneside hospital 81 per cent, Wansbeck hospital 81 per cent and The Northumbria hospital at Cramlington 76 per cent

Making improvements

Patient experience data is regularly used to generate ideas for improvement. An example is an elderly care ward that identified a number of patient falls and, at the same time, variable patient experience scores. The ward worked to reduce the number of incidences of falls, improve real-time patient experience scores and their staff morale.

The team set out to see if they could improve their environment to help prevent falls, sought the help of the falls team and introduced cohort nursing – identifying those at greatest risk of falls and bringing them together under the care of a named nurse. They took time out to discuss their patient experience scores and how to enhance their communication.

These actions - alongside other interventions such as the recruitment of a nutrition assistant, the introduction of themed parties and the help of a wellbeing volunteer - has seen a consistent improvement in the team's real-time patient experience scores, far fewer incidents of falls and improved levels of staff morale.

Everyone's contribution counts

OUR WORKFORCE 2015

**WE EMPLOY
9,578 STAFF**

**704 FIXED TERM
/TEMPORARY**

1,028 BANK STAFF

NHS staff survey

The NHS staff survey results for 2015 showed that our staff are amongst the most satisfied in England, with 95 per cent feeling their role makes a difference to patient care. Following a year of major change with the introduction of the trust's new model of emergency care, the trust achieved the highest score of all acute NHS providers for the number of staff recommending Northumbria Healthcare as a place to work or to receive treatment. Our staff also voted the trust as the best acute provider in the NHS on several other measures used to assess levels of staff engagement, including:

- staff feeling able to contribute towards improvements at work
- staff feeling secure about raising concerns about unsafe clinical practice
- fairness and effectiveness of procedures for reporting errors, near misses and incidents
- organisational interest in (and action on) staff health and wellbeing
- effective use of patient / service user feedback
- effective team working
- high numbers of staff believing the trust provides equal opportunities for career progression or promotion
- very low numbers of staff experiencing discrimination at work in the last 12 months and / or harassment, bullying or abuse from other staff

Equality and diversity

The trust has a strong equality and diversity programme and continues to build on work initiated during NHS Employers' 'equality partners programme', acting as a mentor to a number of trusts nationally. During the year the trust has:

- maintained its position as one of the Top 100 Employers in the Stonewall Workplace Equality Index
- expanded its highly active and well-represented staff network groups for disabled and LGBT (lesbian, gay, bi-sexual and transgender) employees with over 80 staff signed up to support initiatives
- won several awards in relation to equality and diversity work

Health and wellbeing of staff

We recognise that our staff are our greatest asset and we aim to look after them in every way we can. We have an extensive health and wellbeing programme to encourage staff to lead a more active lifestyle and eat more healthily. We know that our

staff lead extremely busy lives so our aim is to help them, as much as possible, to make healthy choices while they are at work. This includes organising fitness classes at our hospital sites, running pedometer and other fun challenges to encourage staff to include physical activity in their everyday lives, promoting local running and cycle groups as well as cycling to work and having healthy options available in our restaurants.

Occupational health, staff psychology and counselling services

The trust's occupational health and health psychology team has continued to strengthen work on resilience, delivering an ambitious programme on mental health triage, bereavement and musculoskeletal support for staff. Introduction of safety needles and an active project on needle stick injuries have been facilitated through collaborative working across areas of the trust.

Engaging our staff

We continue to communicate and engage with our staff on a regular

basis and during the year have increased use of digital media to interact with employees. The trust has developed 'The Northumbria Way', an initiative which encourages all staff to contribute towards continuous quality improvements and understand how they can make a difference. The trust's 'think infection, spot sepsis' initiative has engaged staff right across the organisation, helping to save an extra five lives each month through the timely treatment of sepsis.

Given the positive staff engagement which has taken place over many years at Northumbria Healthcare, the trust was this year chosen, alongside three other NHS organisations nationally, to lead work around the development of positive cultures and leadership capability across the NHS.

Responsibility and accountability

Patient promise

Patients of Northumbria Healthcare can expect to:

- receive the best possible quality of care and outcomes
- have information to make choices, feel confident and in control
- be listened to and treated with honesty, respect and dignity at all times

Trust Constitution and Health and Social Care Act 2012

The trust's constitution was amended in April 2013 to incorporate changes required as a result of the Health and Social Care Act 2012 (the Act). The Act introduced fundamental changes to the way NHS foundation trusts are governed and managed.

Our Board of Directors

The Board is made up of ten executive directors and seven non-executive directors, including a non-executive chair and has collective accountability for all aspects of performance and delivery of the trust's annual plan. It sets the strategic direction for the organisation, measuring effectiveness

through a number of systems and governance processes, to ensure services are safe, high quality and patient-focused, as well as financially sustainable.

Along with the Council of Governors, the Board engages members and stakeholders to ensure effective dialogue with local communities and seeks to inspire continuous quality improvement and innovation across the organisation.

The Board of Directors is led by the chair, Alan Richardson, who joined the trust on 29 February 2016 following the retirement of Brian Flood. Mr David Evans is the trust's chief executive, following Jim Mackey's appointment as chief executive at NHS Improvement.

Council of Governors

The Council of Governors has:

- 37 governor positions elected by members in the public constituency
- 23 governor positions elected by members in the staff constituency
- 11 governors appointed by local partner organisations

During the year, elections to the public constituencies of Berwick upon Tweed, Blyth Valley, North Shields, Hexham and Whitley Bay and the staff constituency of Northumberland community, were contested. Elections to the public constituencies of Wallsend, North West Tyneside and Wansbeck and the staff constituencies at The Northumbria hospital and Wansbeck General Hospital were uncontested. Currently, we do not have an elected patient governor as we have not reached the minimum number of patient members as stated in the trust's constitution.

Governors' responsibilities

The Council of Governors is responsible for fulfilling its statutory duties of:

- appointing, removing and deciding the terms of office and remuneration of the chair and other non-executive directors
- appointing or removing the trust's external auditors
- approving the appointment of the chief executive

-
- receiving the trust's annual report and accounts (including the auditor's report)
 - contributing to the trust's strategic plans

The Council of Governors carries out its formal business in a series of general meetings including the annual members' meeting and this year there were six such meetings. Through these meetings, the Council of Governors has approved the appointment of the trust's new chairman, executive management changes and amendments to the trust constitution, as well as participating in the development of the trust's quality account, safety and quality priorities and annual planning. Governors have received updates on the trust's new model of emergency care and how this has improved patient care, community services, the information management technology (IMT) and nursing strategies, as well as the Northumberland (PACS) vanguard programme.

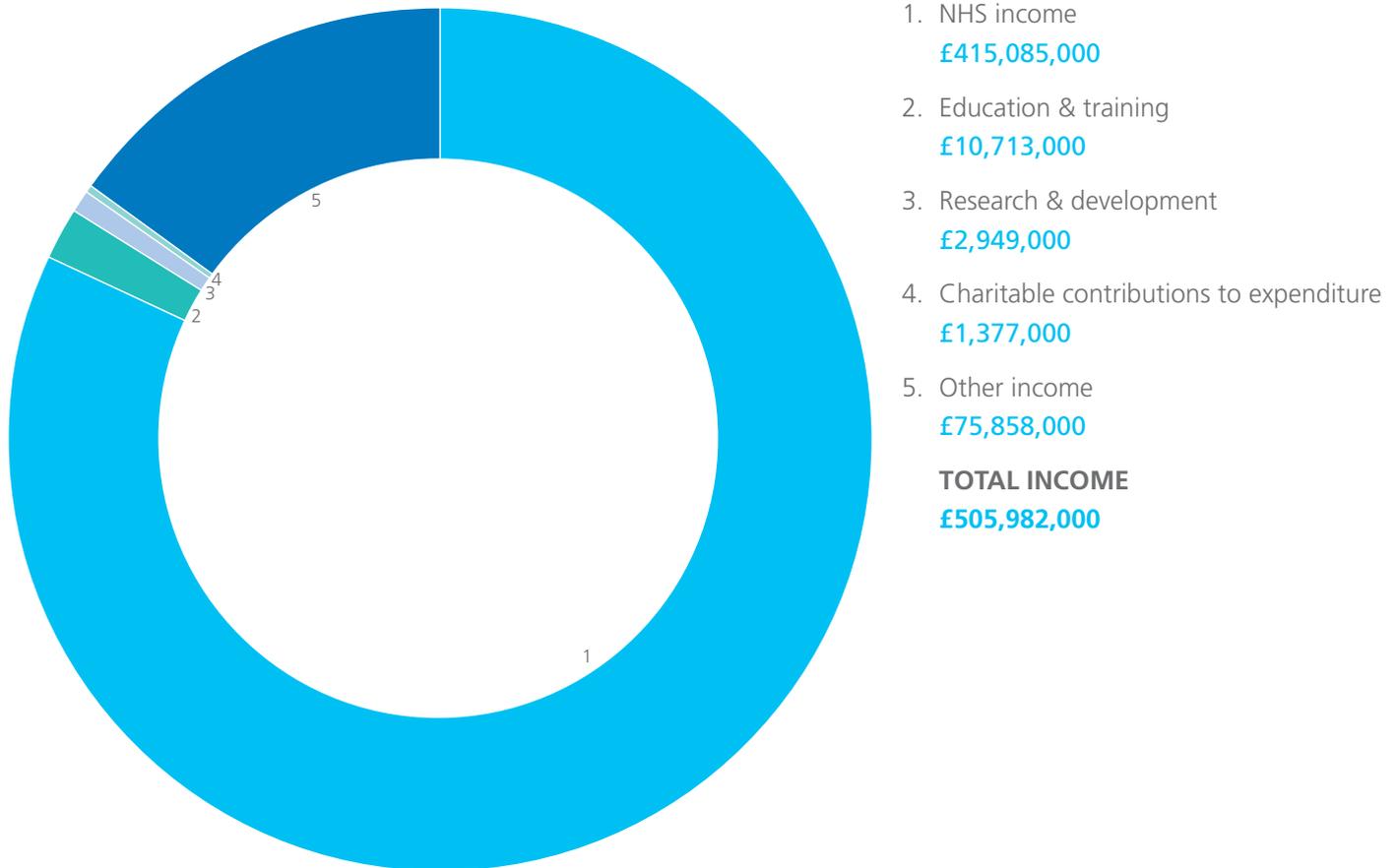
In addition, the chief executive has regular meetings with the staff governors, where staff governors set the agenda and items for discussion.

Our membership

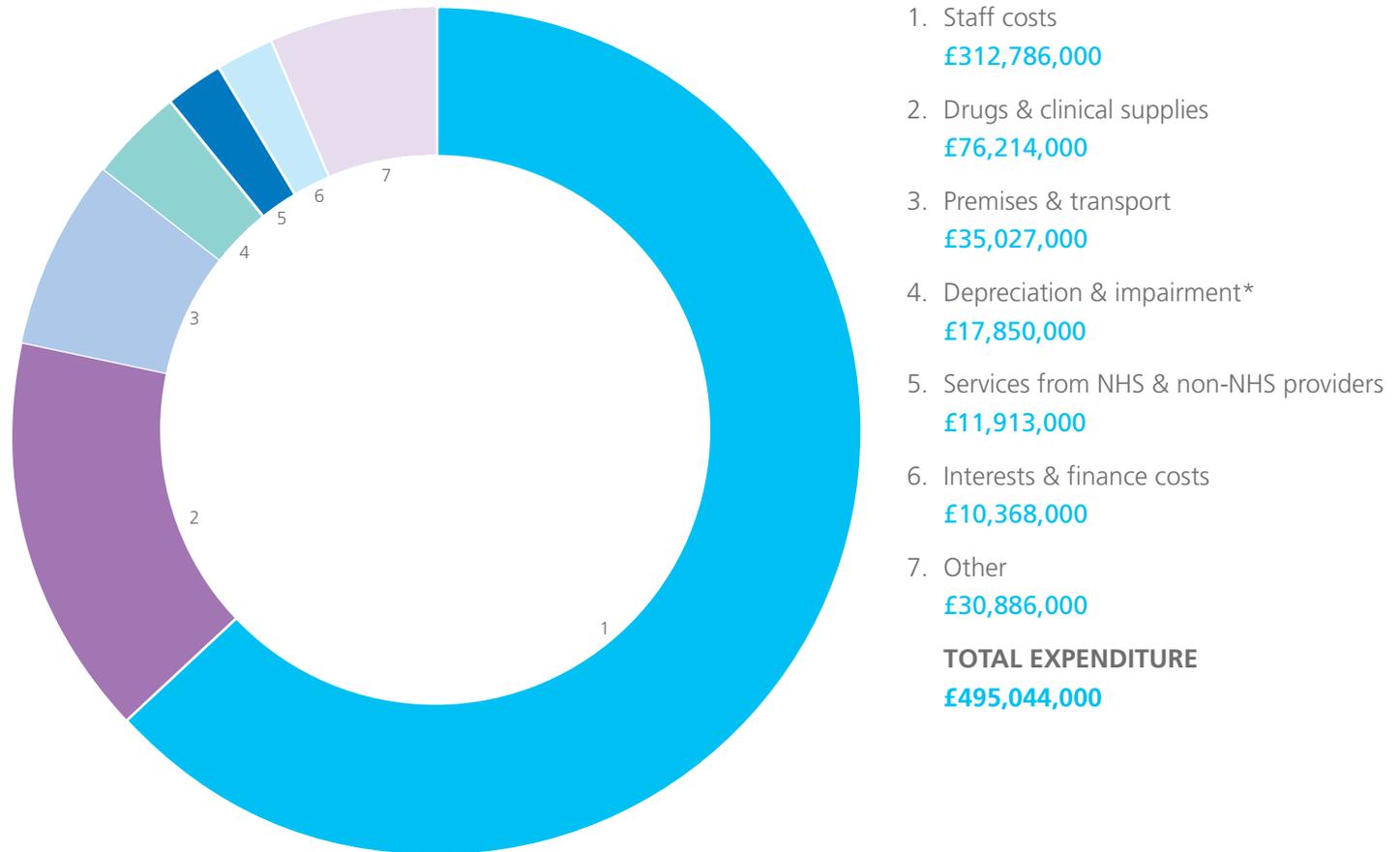
We draw our members from three membership constituencies – the public constituency, the staff constituency and the patient constituency. Membership of the public constituency is open to anyone over the age of 12 living in Northumberland or North Tyneside. The patient constituency is open to people who has been treated in one of our hospitals in the past year but are not resident in the immediate catchment area. As of 31 March 2016, there were 58,200 members in the public constituency and nine in the patient constituency.

Staff who are employed directly by the trust on permanent contracts automatically become members of the staff constituency unless they inform the trust that they do not wish to do so. At 31 March 2016, there were 9,392 members in the staff constituency.

Where the money comes from



Where the money goes



*The depreciation and impairment figure includes impairments of £8,011,000 due to asset revaluation

This is just a snapshot of our financial performances in 2015/16. If you would like to see a full copy of our Annual Report and Accounts you can download it from the trust website at www.northumbria.nhs.uk

building
a caring
future
HOSPITAL | COMMUNITY | HOME

Northumbria Healthcare
NHS Foundation Trust



AN **OUTSTANDING** YEAR

**A SUMMARY OF OUR
QUALITY ACCOUNT
2015/16**



Contents

- 01** Chief executive's statement
- 02** Our performance
- 04** Our achievements
- 06** Quality improvements
- 07** High quality information
- 08** Improving our services
- 09** Participation in clinical research
- 10** Listening to our patients and staff
- 12** Listening to stakeholders
- 13** Looking ahead

Alternative formats:

If you would like a copy of this information in large print, another language, audio tape or other format, please call the Communications Department on 0191 203 1546

Chief executive's statement



In my first statement on quality as chief executive, I am proud to say that this has been a landmark year.

The transformation we have delivered in emergency care and opening of The Northumbria hospital in June 2015, was one of the biggest clinical changes ever seen in the NHS and the culmination of many years of hard work. We are already starting to see the new model deliver the improvements in patient care we had hoped for.

Our general hospitals are becoming centres of excellence for planned care with outpatient appointments,

diagnostics tests and elective procedures now being carried out without disruption from emergency patients. Our 24/7 urgent care centres also continue to see thousands of patients with less serious injuries or ailments.

It is not just within urgent and emergency care that we have continued our drive to improve quality. A few notable examples during the year include:

- Our new Marie Curie @ Northumbria service delivers tailored care to make sure people have highly responsive, personalised and high quality end of life care, as well as support for families
- Our new patient feedback committee tracks and triangulates all data gathered through our patient experience programme, through formal complaints and all feedback received online. Given that more people are making comments about our services via social media, we gather and include these comments as part of our feedback processes

- Our campaign to increase awareness of sepsis and the importance of timely treatment continues to go from strength to strength. By engaging with our clinical teams to spot the signs of the infection early, is having a positive impact on patient care and, above all, saving lives.

I am immensely proud of everything we have achieved in the last year and this is testament to the hard work and dedication of our employees. All of this has been achieved against the backdrop of our busiest winter on record and a 15 per cent increase in urgent and emergency care attendances.

We look forward to another year of building on our success and keeping quality at the heart of everything we do.

A handwritten signature in black ink that reads "David Evans".

David Evans
Chief executive

Our performance

SAFETY OUTCOMES 2015/16

MRSA

= 3

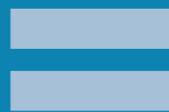


C.DIFFICILE

= 21

VERSUS TARGET

OF 30



SHMI

'AS EXPECTED'



**COMPLIANCE
WITH WORLD
HEALTH
ORGANISATION
SAFETY CHECKLIST
IN THEATRES**
98.8%

**MINIMISING
HOSPITAL FALLS
AND PRESSURE
ULCERS**



**PERCENTAGE OF
PATIENTS
RECEIVING
SEPSIS SIX**



**PATIENT
EXPERIENCE MEASURE
KINDNESS AND
COMPASSION**
**9.87
OUT OF 10**



**DELIVERY OF A
7 DAY
ENDOSCOPY SERVICE**



6,178
**REFERRALS TO
THE HOSPITAL
TO HOME TEAM**

Here are some examples of how we performed against our 2015/16 priorities:

Safer care - urging patients to 'keep calm and ask about medicines'

One of our safer care priorities was to improve the management of medicines in our hospitals. As part of this continued focus on patient safety and improvement, we launched a major medicines campaign to encourage patients and their families to ask any questions they may have before they, or their loved ones, leave hospital. The campaign follows feedback from patients that they are sometimes unclear and confused about new medication they have been given whilst in hospital.

High quality care - opening of The Northumbria and our general hospitals in their new form

One of our high quality care priorities was opening The Northumbria as planned in June 2015. The new model of emergency care has demonstrated the impact of seven day dedicated diagnostic services and specialist consultant-delivered care, reducing the number of emergency admissions to hospital.

Our general hospitals continue to remain as centres of excellence for elective care and provide planned operations and diagnostics, as well as providing any ongoing care for patients transferred back from the new hospital. They also continue to provide urgent care services locally.

Patient experience - keeping patients safe in hospital

One of our patient experience priorities was to pilot the ThinkSAFE initiative which aims to provide knowledge, skills, support and the opportunity for patients, families and carers, to take an active role in keeping patients safe and becoming partners in their care. During the year, we selected the elective orthopaedics service to be part of the pilot where a patient brochure was developed and an education film made to promote patient safety.

Our achievements

PROUD! TO BE...

**AWARDED OUTSTANDING
BY THE CARE QUALITY
COMMISSION**

**NAMED A TOP HOSPITAL
FOR THE 8TH YEAR RUNNING**

**AWARDED BMJ'S PATIENT SAFETY AWARD
FOR IMPROVING QUALITY OF CARE
FOR HIP FRACTURE PATIENTS**

WINNING
THE HEALTH SERVICE
JOURNAL BOARD
LEADERSHIP AWARD

**NAMED AS THE
BEST PLACE
TO WORK IN THE NHS**
HSJ AND NURSING TIMES, IN PARTNERSHIP
WITH NHS EMPLOYERS

**IN THE HSJ'S NATIONAL 'HALL OF FAME'
FOR LONG TERM COMMITMENT TO QUALITY OF CARE**

Quality improvements

There are many examples of quality improvement initiatives that we have successfully delivered throughout the year such as:

Sepsis - tackling a silent killer to save lives

The work done to tackle sepsis in our hospitals has led to five lives being saved per month. Our staff are reminded to 'think infection, spot sepsis' as this can be triggered by an infection in any part of the body. If diagnosed, and treatment is started within the first hour, then a patient has more than an 80 per cent survival rate - after the sixth hour, this survival rate drops to 30 per cent.

Elderly care nursing teams

We have expanded our teams which provide compassionate care to elderly patients in our general and community hospitals. As many elderly patients have complex needs, our teams specialise in looking after the growing number of patients living

with dementia and other mental health issues such as depression.

Hospital to home

Made up of multi-skilled health and social care professionals, the team works around the clock to support timely discharge from hospital. The hospital to home team supports around 350 patients a month across Northumberland and North Tyneside, working alongside other integrated services including the short term support service and immediate response team.

Expanded specialist hospital teams

The number of patients with potentially life limiting conditions who are being cared for by specialist teams has doubled thanks to a partnership with Marie Curie @ Northumbria. The teams, made up of specialist nurses and palliative medicine consultants, aims to deliver high quality end of life care and support to patients and families.

First time fix for broken bones

Patients who suffer minor fractures or broken bones can now receive all of their treatment during a single visit to

hospital, thanks to a new service. Staff in most of our minor injuries units and in urgent care departments have undergone additional training to be able to fit splints and slings so patients can go home the same day with this in place rather than having to travel to a fracture clinic to have this done.

Hip fracture care wins national award

In May 2015, we won the prestigious British Medical Journal's patient safety award for our hip quality improvement programme which has ultimately saved more lives and provided better outcomes for patients. The programme focuses on the whole patient pathway from the moment patients arrive at hospital, throughout surgery, during their recovery on the ward and at home.

High quality information

Good quality information underpins the effective delivery of patient care - it is essential if we are to continue improving the quality of care given. We work hard to ensure the accuracy of our data in areas including:

Data quality

- The patient's NHS number is the key identifier for patient's records and is the largest single source of nationally reported patient safety incidents relating to the misidentification of patients. Our work to ensure the completeness of this data means our performance is above the national average.
- Having an accurate recording of the patient's GP practice is essential to enable the transfer of clinical information from the trust to their GP. The percentage of our records which included

this information was 100 per cent for admitted, outpatient and urgent and emergency care - above the national values.

- Information Governance Assessment Report - our overall score has increased slightly this year to 95 per cent and graded satisfactory, because for all requirements attainment level 2 or above was achieved.
- Clinical coding - this translates the medical terminology written by a clinician to describe a patient's diagnosis and treatment, into standard recognised codes. The accuracy of this coding is a key indicator of the accuracy of the patient record. During this year, we strengthened our clinical coding by appointing a dedicated clinical coding trainer and clinical coding auditor.

We will continue to further improve data quality to ensure information held about an individual patient which is used in their care, is accurate.

Complaints

We value the contributions patients and their carers have made to our patient surveys, complaints and compliments. The number of new complaints received in 2015/16 was 504, an increase of ten per cent from the previous year. The main themes were around care and treatment, communications and privacy and dignity. We recognise that it is best to resolve issues as soon as possible. We use a variety of ways to encourage concerns to be raised immediately with the person in charge of a patient's care and also provide contact details for the Patient Advice and Liaison Service, on-call senior manager and the complaints team.

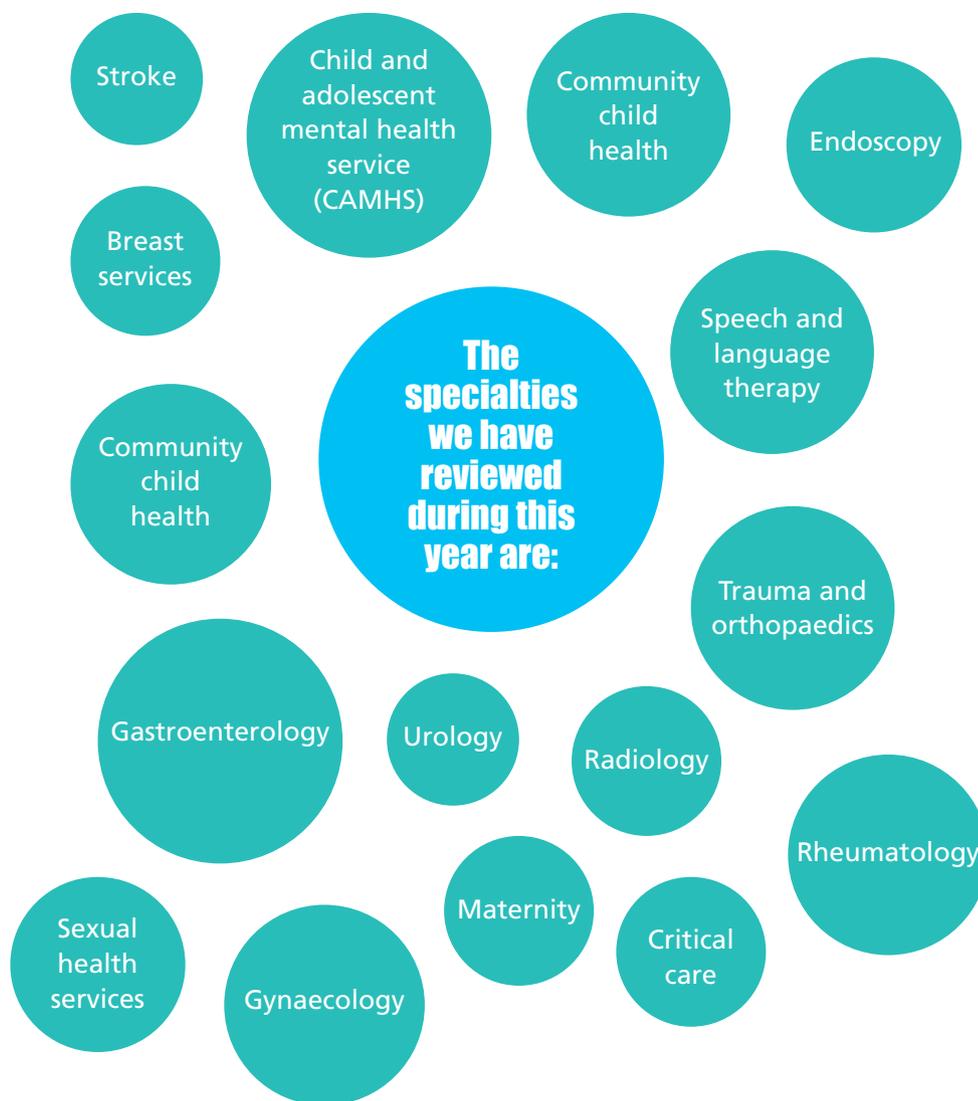
Incident reporting

The National Reporting and Learning Service recognises that organisations, like ours, that report more incidents usually have better and more effective safety cultures. This year, 17,555 incidents were reported by staff. Each incident reported by our staff is investigated, remedial action taken where necessary, with staff receiving feedback on incidents reported.

Improving our services

We want to ensure that our services continue to provide the very best care possible. To help us do this, we have continued to carry out a programme of specialty service reviews using our quality panels.

The purpose of these multi-disciplinary quality panels is to explore individual services with clinical directors and management leads, both in terms of the clinical outcomes for patients and other qualitative measures such as patient experience. The panel analyses the service and identify areas of good practice, those in need of improvement and any gaps in knowledge. Their role is to examine if services are safe, effective, caring, responsive and well-led.



Participation in clinical research

Clinical trials and research play a vital role in improving healthcare for everyone.

Our active participation in research across many different specialties has gone from strength to strength in Northumbria in the last few years.

In 2015/16, we recruited 2,890 patients to take part in 80 research studies. This is an increase on previous years and makes us the second highest recruiting NHS organisation in the North East and North Cumbria region.

This growth is partly due to clinical specialties such as orthopaedics, cardiology and haematology continuing to strengthen and develop their research activities, alongside those already actively participating in research such as elderly medicine, obstetrics and gynaecology, musculoskeletal medicine and respiratory medicine.

Here are just some of the trials we are involved in at present:

Stroke

We are one of only four sites in the UK to have a stroke rehabilitation robot.

This major national research study - RATULS - focusses on helping patients regain movement in their upper limb after stroke.

Orthopaedics

TARVA (Total Ankle Replacement Versus Ankle Arthrodesis) is a groundbreaking nationwide trial for the treatment of ankle arthritis.

This study will investigate whether total ankle replacement is a more effective treatment than arthrodesis (the fusing of ankle bones).

GI

We are working with colleagues from South Tyneside NHS Foundation Trust on the ADENOMA study. The purpose of the study is to find out if using the Endocuff Vision will help colonoscopists to find polyps, and find more of them than they were previously.

Parkinson's disease

Our teams have helped to develop a cueing device in the form of a wristwatch that will help sufferers of Parkinson's disease by vibrating to remind patients to swallow.

Our clinicians are also working with technology developers to trial a new digital pen which may help improve diagnosis of the disease.

Respiratory

EMBARC involves the creation of the European Bronchiectasis Registry to facilitate multidisciplinary research in non-CF bronchiectasis

LungCast investigates any links between smoking cessation and lung cancer - does smoking status after a diagnosis of lung cancer affect outcomes?

RSPECT Meso assesses the impact of Regular Early Specialist Symptom control treatment on quality of life in malignant Mesothelioma. (This trial recruits participants and carers).

Listening to our patients and staff

We are widely recognised as having one of the best **patient experience programmes** in the NHS. Listening to the views of patients allows us to design and deliver services that people really need and in the way they want them.

97%

**OF PATIENTS
OVERALL
WOULD BE
EXTREMELY
LIKELY OR
LIKELY TO
RECOMMEND
THE TRUST**

98%

**OF PATIENTS
RECEIVING
CARE AS AN
OUTPATIENT
REGARDED
THE TRUST AS
EXCELLENT,
VERY GOOD
OR GOOD**

96%

**OF PATIENTS
RATED THEIR
CARE ON OUR
WARDS AS
EXCELLENT,
VERY GOOD
OR GOOD**

Our staff are key to providing safe, effective and respectful care. The **NHS staff survey** provides us with good information about how our staff feel about different high quality patient care - at 78 per cent, the response rate from our staff was one of the highest in the country.

95%

**OF STAFF FEEL
THEIR ROLE
MAKES A
DIFFERENCE
TO PATIENTS**

**THE HIGHEST SCORE OF ALL ACUTE
HOSPITALS IN ENGLAND FOR THE
NUMBER OF STAFF RECOMMENDING
THE ORGANISATION AS A PLACE TO
WORK OR TO RECEIVE TREATMENT**

**THE BEST ACUTE HOSPITAL TRUST IN THE
NHS IN A NUMBER OF AREAS INCLUDING
STAFF FEELING ABLE TO CONTRIBUTE
TOWARDS IMPROVEMENTS, STAFF HEALTH
AND WELLBEING AND EFFECTIVE USE OF
PATIENT / SERVICE USER FEEDBACK**

Listening to stakeholders

We have listened to a wide range of stakeholders and our Council of Governors whose views have helped shape our priorities for quality improvement. We would like to thank all those involved - we are grateful for their time and contribution.

"The Council of Governors acknowledged the remarkable work of the staff who worked above and beyond to maintain high standards, and deliver safe and high quality care to our patients during periods of high operational pressure... going forward we are keen to continue to focus on patient experience and compassionate care ...we also continue to support the challenging C-difficile target for the forthcoming year."

Council of Governors

"We have received regular reports on progress (of The Northumbria hospital) the committee appreciated the quality of the staff response to spikes in demand as the hospital advanced through its first annual cycle. We note the generally positive information in the quality account which matches the very high rating recently given by the Care Quality Commission. The committee particularly welcomes the continuing focus on the monitoring and experience of carers of people living with dementia."

Care and Wellbeing Overview and Scrutiny Committee, Northumberland County Council

"Overall the trust's performance has been very good with only two priorities performing below target - medicine optimisation and management of acute kidney injury - pleased to see that both will be carried over into 2016/17. Acknowledge that the trust has done remarkably well during such a challenging time in opening the hospital and implementing the new model of emergency care."

Adult Social Care, Health and Wellbeing Sub Committee, North Tyneside Council

"We would like to congratulate the trust on some excellent results. Areas where we believe the trust has performed well include the ThinkSAFE initiative and valuable work being undertaken in nursing homes. Areas identified for improvement include acute kidney injury and shared working with primary care. Plans to improve performance for 2016/17 appear very positive."

Healthwatch Northumberland

"The CCGs recognise the trust's excellent performance in the delivery of 22 of the 24 quality priorities for 2015/16 and the significant effect that this has had on delivery of safe and effective services. We would like to acknowledge the significant amount of work that has been undertaken to reduce the harm and mortality caused by sepsis through the implementation of the sepsis six bundle of care ...this work places the trust at the frontline of fighting sepsis in the North East. Most significantly, the CCGs would like to commend the trust on the results of their Care Quality Commission inspection, which rated the trust's services as 'outstanding.'"

North Tyneside and Northumberland Clinical Commissioning Groups

"Once again we acknowledge the importance the trust places on seeking the views of patients to improve performance of its services. We are pleased to see that the patient experience scores continue to be high... need to continue to cast attention on improvements in medicines optimisation in this area glad therefore to see the continuation of this priority in the coming year."

Healthwatch North Tyneside

Looking ahead

OUR PRIORITIES FOR 2016/17

SAFE CARE

- Reduce hospital acquired infections - C. Difficile, MRSA and surgical site infections
- Improve the management of sepsis in hospital and community settings
- Reduce falls and pressure ulcers
- Meet national safety standards for invasive procedures
- Ensure medicines optimisation in hospital
- Electronic prescribing roll out
- Antimicrobial stewardship

HIGH QUALITY CARE

- Elderly trauma pathway
- Discharge/flow
- Electronic track and trigger tool
- Dementia care pathway
- Mortality case notes reviews
- Learning disabilities - care bundle
- Chronic obstructive pulmonary disorder (COPD) bundle
- Maternity bundle of care

PATIENT EXPERIENCE

- Patient experience – including kindness and compassion measure
- Alcohol management
- NHS staff health and wellbeing