



Northumbria Healthcare
NHS Foundation Trust



A summary of our
QUALITY ACCOUNT
2016/17

This has been another exciting and busy year for our trust and one in which we have continued to put **quality at the heart of everything we do.**

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CHIEF EXECUTIVE'S

STATEMENT

We have, along with the rest of the country, seen unprecedented demand for our emergency and urgent care services throughout the winter. We are extremely proud of our amazing teams who responded by continuing to provide the high quality care we pride ourselves on.

We were also able to cope with increased demand by continuing to embed the model of emergency care we put in place in 2015 with the opening of Northumbria Specialist Emergency Care Hospital. As well as patients being treated sooner and

recovering quicker, this separation of emergency and planned care has allowed us to invest in our general hospitals, including:

- A new centre of excellence for orthopaedics and a newly-refurbished specialist oncology unit at Wansbeck General Hospital
- A new unit at North Tyneside General Hospital which has transformed dementia and mental health services for older people

- A new dedicated elderly assessment centre and ambulatory care unit at Hexham General Hospital

We have introduced new initiatives to help ensure all parts of the trust work in a coordinated and consistent way so patients can flow through 'the system' more efficiently. For example, our teams have been working hard to ensure beds are available earlier in the day, and to improve communication around discharge to get people home to their own bed as soon as possible.

Feedback from our patients is extremely important to us and we are delighted to have once again been recognised nationally for our focus on listening to patients, by winning 'overall best trust' at the Patient Experience Network Awards 2016.

Our staff are the heart and soul of our organisation and we were delighted to achieve one of the highest response rates of any trust in the national NHS Staff Survey 2016. The results showed our staff are amongst the most satisfied and engaged in England, with

92% feeling that their role makes a difference to patients.

We have continued to promote the support we offer to improve the health and wellbeing of our staff including mental wellbeing, fitness and healthy eating. This year we have also officially marked the countdown to our organisation becoming 'smokefree' from March 2018.

Close partnership working to deliver our joint aim of a truly integrated health and care system is starting to see real benefits for patients.

This includes our community pharmacists involving our more vulnerable, elderly patients, and their families, in decisions about medication, as well as improving GP access for patients through telephone triage.

We look forward to continuing to build on the successes of this year, strengthening our partnership working even further and continuing to provide the highest quality of care for our patients and service users.

David Evans

OUR PERFORMANCE

SAFETY OUTCOMES



MRSA = 4



Cdifficile = 24
(versus target of less than 30)



Minimising risk of falls
(as expected)



Minimising pressure ulcers
(as expected)



Improved medicines management
(as expected)



Reduction in antibiotic use
(as expected)

PERFORMANCE AGAINST LAST YEAR'S PRIORITIES

Our priorities for 2016/17 were set against the areas of safer care, high quality care and patient experience. Just some examples of how we performed against these are:

Safer care – careful and responsible management of antibiotic use

Antibiotic resistance has been identified as a major threat by the World Health Organisation and as a trust we have continued to carefully audit antimicrobial use whilst educating all

prescribers on the safe use of antibiotics. For example, antimicrobial 'stewardship' is now included in mandatory infection control training and junior doctor induction.

We have also continued to work with colleagues in primary care to raise awareness and offer guidance on safe prescribing, as well as raising awareness with the public.

High quality care – standardising assessments of elderly trauma

Elderly trauma is an increasing problem nationally with an ageing population, with falls the main cause of injury leading to major trauma.

Through our frailty project we have been standardising the way we assess elderly patients who arrive at our emergency or urgent care centres with significant injury as a result of a fall. We have also introduced new guidelines and a



comprehensive training and education programme to help with this.

This work has been recognised regionally and nationally, with our staff heavily involved in a new regional elderly trauma group, new regional guidance reflecting improvements we have already made at The Northumbria hospital, and winning a Trauma Audit and Research Network (TARN) 'improvements in care' award.

Patient experience - alcohol management

There is a progressive increase in the number of alcohol-related hospital admissions, and the burden on the NHS from alcohol consumption is higher in the North East compared to the rest of England.

We have established an alcohol care team consisting of gastroenterology consultants, specialist nurses and brief intervention workers. They see patients

admitted in the hospital where alcohol dependence has been identified and offer them support, including directing them to services in the community to deal with alcohol dependence.

With support from Public Health Northumberland, the brief intervention workers screen for alcohol dependence amongst some inpatients or those using emergency care services.

The team also train other staff on identifying and managing alcohol dependence.

OUR ACHIEVEMENTS

Winner 'overall best trust' award – Patient Experience Network

Rated outstanding by the Care Quality Commission



Named among Britain's 100 best employers in Stonewall's Workplace Equality index

Named a top hospital for the 9th year running

Attained gold level of the North East Better Health at Work Award for work to improve staff health and wellbeing

Only NHS organisation to be recognised as one of the country's top employers for apprentices in Centrica Top 100 Apprenticeship Employer list 2016

QUALITY

IMPROVEMENTS

We have delivered a number of quality improvement initiatives throughout the year including:

Sexual health app

Developed with input from clinicians and service users, the app includes where to find clinics, where to get free condoms, online symptom checker, advice about testing and support, along with online booking.

State of the art simulation hub

Based at Wansbeck General Hospital this is the region's newest and

most advanced NHS centre for simulation-based training. Equipped with the latest technology and patient manikins, the centre provides advanced training for trust staff and NHS employees across the region, giving them valuable experience in life-like situations.

Dementia and mental health services

Our new £6m bright and welcoming facility has transformed dementia and mental health services for older people in North Tyneside. Bringing together all

inpatient services in one place, the area cares for people living with various stages of dementia, as well as other mental health illnesses such as anxiety, depression and challenging behaviour.

MRI scanner

A new scanner at Wansbeck offers patients access to world-class diagnostic technology closer to home, seven days a week. With a much wider area for patients to lie down, it helps reduce feelings of claustrophobia and anxiety. As it is able to do more complex scans, patients requiring prostate or heart scans can now have these locally.

Driving quality across the NHS

We have been sharing our knowledge and expertise regionally, nationally and internationally to help

drive quality in healthcare. By creating the Northumbria Foundation Group, one of four such organisations nationally, we are working with several trusts to support various quality initiatives.

Patient flow

To ensure patients are cared for in the right place at the right time, for the right duration by the right people, we need a good flow through the hospital system. We have focussed on flow in three areas:

- **The emergency department** – looking at triage, rapid assessment and treatment
- **Ambulatory care** – creating more short stay space on our wards and developing a new frailty assessment service
- **Through the hospital** – creating new discharge

co-ordinator roles and implementing the SAFER care bundle on pilot wards, which are simple principles to improve flow and prevent unnecessary waiting

The trust has recorded its busiest year on record with a 34.8% increase in emergency department attendances, with a 29.1% increase in emergency admissions. As a result, we have been unable to consistently meet our target of 95% of patients being seen within four hours. Throughout the year we have also experienced an increased number of delays in handing over patients arriving by ambulance. To address this we are:

- Working with our healthcare partners to deliver recommendations from the emergency care improvement

programme visit in November 2016

- Introducing full streaming for attendances in the emergency department, including maximising early assessment through a range of ambulatory and direct to GP pathways
- Reviewing triage and early assessment processes for ambulance and walk-in patients

Accountable care organisation

We are leading on work in Northumberland to create England's first accountable care organisation, building on many years' success working with Northumberland County Council to provide integrated care to patients. We have made great strides towards this way of working.

HIGH QUALITY INFORMATION

Data quality

We work hard to achieve accurate, high quality data in a number of areas including:

- Ensuring that data in relation to a patient's NHS number – which is a key identifier for patient records – is complete. Our performance in this area is above national average
- To allow the transfer of clinical information from the trust to a patient's GP, the accurate recording of the patient's GP practice is essential. The percentage of our records which include this information was 100 per cent for outpatients and admitted and emergency care patients, placing us above the national values
- Our overall score for our Information Governance Assessment Report was 94% and graded satisfactory, with all requirements attaining level 2 or above
- Another key indicator of the accuracy of

a patient's record is the accuracy of the clinical coding. This translates the medical terminology, written by the clinician to describe a patient's diagnosis and treatment, into standard recognised codes. Our clinical coding has been further strengthened by implementing a programme of audits involving face-to-face meetings between the specialist coders and individual consultants.

We will continue to make improvements to our data quality to ensure it is of the highest quality and accuracy.

Complaints

Listening to the concerns of our patients helps us to improve the care we give. The number of new complaints received in 16/17 was 440, a decrease of 13% from the previous year. Care and treatment, communications and privacy and dignity, were the main areas of complaint. As a trust we actively encourage any concerns to be raised immediately with the person in charge of a patient's care so we can resolve them as soon as possible. Contact details are also provided for

the Patient Advice and Liaison Service, on-call senior manager and the complaints team.

Reporting incidents

It is recognised by the National Reporting and Learning System that organisations like ours that report more incidents usually have better and more effective safety cultures. This year 17,901 incidents were reported by staff, all of which are investigated, remedial action taken where necessary and staff given feedback.

This is an increase in the overall number of incidents reported by our staff, however in the 2016 national NHS Staff Survey we are in the bottom 20% of acute trusts for staff reporting incidents witnessed in the last month. This is despite the survey rating us as the best trust in England for staff feeling secure in reporting unsafe clinical practice. We will continue to work with staff to emphasise and publicise the importance of reporting incidents.

IMPROVING OUR SERVICES

We continue to improve our services each year to ensure that we remain focussed on quality and on raising the bar on what our patients experience when they are in our care.

This includes a rolling programme of reviewing our specialty services using quality panels. These panels are made up of clinical directors and management leads and look at clinical outcomes and other measures including patient experience, identifying areas of good practice and any improvements required. The individual reviews consider whether

services are safe, effective, caring, responsive and well led.

This year specialties we have reviewed include:

Anaesthetics

Cardiology

Community learning disability team

Dental

Elderly

Endoscopy

Haematology

Palliative care

Pharmacy

Plastics

Podiatry

Respiratory

Rheumatology

Upper gastrointestinal

We also take part in a range of regional and national audits every year which measure the quality of clinical practice of our specialties against best practice standards.

This year we took part in 39 national clinical audits and 262 local clinical audits.

We also held an engagement event with Healthwatch Northumberland, following which we changed our reporting systems to include more specific reference to the difference that audits make to patients.

For example, audits carried out this year have contributed towards improved patient care through better information for patients and carers about their care and treatment.

LISTENING TO

PATIENTS AND STAFF

We have one of the best patient experience programmes in the NHS and pride ourselves on really listening to feedback and acting on what matters to our patients and their families.

All of the learning and improvement over the past year would not have been possible without the willingness of patients and their families to share their experiences. We are very grateful to them.

The NHS Staff Survey provides us with excellent information about how our staff feel about different aspects of their work, and how well equipped they feel to deliver high quality patient care.

At 77%, yet again the response rate from our staff was one of the highest in the country.

98%

of patients overall would be extremely likely or likely to recommend the trust

96%

of patients rated their care on our wards as excellent, very good or good

99%

of patients receiving care as an outpatient rated the trust as excellent, very good or good

95%

of staff believe the trust provides equal opportunities for career progression and promotion - highest score of all acute trusts in England

92%

of staff feel their role makes a difference to patients

Best

acute hospital trust for staff having confidence and security in reporting unsafe clinical practice

LISTENING TO STAKEHOLDERS

We greatly value the opinion of our stakeholders and Council of Governors, and listen carefully to their views when shaping our priorities for quality improvement.

We are grateful for their time and would like to thank everyone involved for their valuable contributions during the year.

What our stakeholders say about our quality of care...

Council of Governors...

"The Council of Governors acknowledges the efforts of the staff who work above and beyond to maintain high standards and provide safe and quality care for our patients, especially during periods of high operational pressure. The quality account

provides detail on progress, identifies areas where the trust needs to improve, and is clear about quality objectives for 17/18 and how these will be measured. As a council we were keen to continue to focus on patient experience and compassionate care."

Care and Wellbeing Overview and Scrutiny Committee, Northumberland County Council...

"We have continued to receive information from the trust through our joint arrangements for service provision.

The many positive points in the plans set out by the trust are a welcome change from negative news stories about the state of the NHS.

It is encouraging that the trust is achieving most of its targets.

The committee does however have some ongoing concerns about ambulance handover delays and A&E waiting times at The Northumbria hospital."

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

"We congratulate the trust for achieving an overall outstanding rating following the CQC inspection and are pleased to have one of

the top performing trusts in the country serving the residents of North Tyneside.

We commend the trust on many positive achievements during 16/17 including continuation of the excellent performance in relation to patient experience, getting the learning disability care bundle in place, and in a new facility for dementia and mental health services.

We are also pleased that sepsis will be carried over as a key priority for 17/18."

Healthwatch North Tyneside...

"We acknowledge the importance the trust places on seeking the views of patients to improve performance of its services. We welcome the different methods that are used to obtain

those views.

It is positive to see the introduction of staff satisfaction surveys and additional support, recognising contented staff provide better care.

We are pleased to see that 'flow' has been selected as a priority for the coming year and hope that this will address the issues we raise about accessibility in relation to The Northumbria and North Tyneside hospitals.

North Tyneside and Northumberland Clinical Commissioning Groups...

The CCGs recognise the trust's excellent performance in the delivery of 16 of the 18 quality priorities for 16/17 and the significant effect that this had on delivery of safe and

effective services. We would like to congratulate the trust on receiving the Patient Experience National Network Award ... and commend them on the result of their CQC inspection... and excellent results achieved in the NHS Staff Survey.

Although not able to meet targets set in 16/17 priorities for sepsis management, we would like to acknowledge the significant amount of work undertaken by the trust to reduce the harm and mortality caused by this condition... inclusion of this safety priority for 17/18 will continue to place the trust at the frontline of fighting sepsis in the North East.

Healthwatch Northumberland...

"We commend the trust on the many positive achievements that have been made including

dementia care pathway, winning the TARN improvements in care award, improvement with the use of the COPD bundle and staff and patient survey results.

Plans to improve performance for 17/18 appear very positive... appropriate that embedding sepsis 6 is taken forward as a priority... work to improve discharge and flow is encouraging."

PARTICIPATION IN CLINICAL RESEARCH

We are actively involved in clinical research which has a vital role to play in improving healthcare.

In 2016/17 we recruited 1,768 patients to take part in 88 studies. We have strengthened the department to provide support to major areas of clinical research across the organisation, with specialist research teams for:

- Cardiology
- Community
- Gastroenterology
- Haematology

- Northumbria Specialist Emergency Care Hospital
- Obstetrics and gynaecology
- Oncology
- Orthopaedics
- Respiratory
- Rheumatology

Our rheumatology team is one of the most successful in the North East and North Cumbria region when it comes to patient recruitment and are working with partners across the region to highlight how best to

support rheumatology research across other NHS trusts.

Our partnership with Synexus continues to attract interest from other partners, such as a visit by the US and UK arm of a leading global contract research organisation. This is likely to lead to more opportunities for us to offer high quality clinical trials which are not routinely offered to NHS patients.

LOOKING AHEAD

OUR PRIORTIES 2017/18

Breathlessness

Breathlessness can be very frightening so it is important that we make sure patients are treated in the right way and in a timely manner. Presently these patients may come into us through the emergency department or by GP referral into an outpatient clinic. We plan to improve the pathway by:

- avoiding the need to attend emergency care
- improving GP and outpatient referrals and reducing referral times
- providing patients with a streamlined service with early intervention and improved experience
- enabling a route for quicker and appropriate diagnostics
- reducing obstacles faced by clinicians and patients
- improving working relationships between specialties.



Abdominal pain

Abdominal pain is a common emergency presentation with a number of causes and can be managed by a number of clinical specialties. We want to improve the timeliness and quality of treatment for patients who visit us with abdominal pain by:

- using quality improvement techniques to map current pathways and patient experiences
- further embedding the abdominal pain clinical pathway across emergency care
- working with the National Emergency Laparotomy Audit (NELA) team to ensure optimum outcomes for those most seriously ill
- measuring patient experience monthly
- measuring, improving and maintaining patient flow for these patients at The Northumbria hospital.



Surviving sepsis

Sepsis leads to 44,000 deaths in the UK every year. Earlier recognition can save lives and while we have an established Surviving Sepsis project, we need to fully embed this in our clinical teams. We will do this by:

- improving sepsis six compliance
- reporting sepsis screening on a weekly basis to clinical teams, using the infection screening tool and sepsis six compliance
- implementing a new regional infection screening tool
- implementing a community-acquired pneumonia treatment bundle
- refreshing the profile of sepsis within the organisation
- exploring interventions with primary care, community and the ambulance service.



Flow

Optimising flow through our hospital system is about ensuring that patients are cared for in the right place at the right time, for the right duration by the right people. This improves patient outcomes and enhances patient experience. We plan to improve this by:

- supporting teams to adopt the principles of the SAFER care bundle on inpatient wards
- measuring ward activity to reduce the length of unnecessary waits
- focussing on having early appropriate discharges and transfer of patients to maintain safe flow out of emergency and throughout the hospital
- improving ambulance handover times and triage of patients
- increasing the use of ambulatory services.



Frailty

Early recognition of frailty and the standardisation of management of frailty-related conditions is known to improve outcomes and experience for patients. We have well developed care of the elderly services and want to improve care even further. We will do this by:

- mapping pathways for older patients attending the Northumbria with an acute illness
- improving on identifying frailty earlier using the Rockwood score tool
- focussing on ensuring patients receive specialist review and comprehensive geriatric assessment more quickly
- ensuring early identification and management of frailty syndromes
- improving the way in which elderly patients with low level trauma are managed
- improving patient experience and measure this monthly.





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