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Northumbria Healthcare
NHS Foundation Trust



**A SUMMARY OF OUR
ANNUAL REPORT
AND ACCOUNTS
2014/15**

www.northumbria.nhs.uk



Contents

- 01 Chairman's statement
- 02 Chief Executive's statement
- 03 Who we are
- 04 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:

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Chairman's statement

We have had another busy and successful year and, despite the challenges that the NHS faces, we have continued to maintain a strong financial performance and deliver the very best quality of care to our patients.

We are consistently one of the top performing foundation trusts in England and quality is at the very heart of everything we do. To support this, we have an open and honest culture where we are committed to continuous improvement and providing the highest quality services to patients. And, we have developed and launched a new Quality Strategy which sets out our long-term ambition and priorities.

All of this is only possible due to the professionalism, enthusiasm and sheer commitment of our staff and I would like to record my thanks to them all.

This commitment is reflected in the latest national staff survey results

where we were the top trust in England for staff feeling able to contribute to improvements at work, working well as a team and having support from immediate managers. Our employees are also some of the most satisfied in the NHS, with 94 per cent feeling their role makes a difference to patients.

I would like to express my thanks and gratitude to our Council of Governors for their commitment, hard work and continued support to help develop our future priorities and shape our services. My sincere thanks also go to my colleagues on the Board of Directors for their expertise, support and leadership during the year.

As we look ahead, we do not doubt that next year will be another very challenging one; however, we have strong foundations in place and will remain focused on delivering excellent services for our patients and service users.



Brian Flood
Chairman



Chief Executive's statement

2014/15 has been another successful year for the Trust, despite it being a very, very challenging one for the NHS.

Provider organisations across the country have struggled financially, and with the delivery of key standards. However, I am proud to say that our performance continued to be excellent throughout 2014/15.

Throughout the year, and in spite of immense pressure, our overall performance continued to be amongst the best in England and we managed to maintain financial discipline and strength. More importantly patient and staff satisfaction were largely maintained throughout the year and our staff managed to make fantastic progress on our quality priorities – particularly sepsis, where our improvements are starting to look really impressive and are saving lives.

Our integration of hospital, community and adult social care and now, through Northumbria Primary Care, primary care, makes this a very special organisation. This integration

has led us to be chosen as a Vanguard site and we are expecting great breakthrough improvements as part of this.

Our new specialist emergency care hospital, The Northumbria, represents the culmination of more than ten years' work and will enable us to deliver a new standard in emergency care. I know that our staff will embrace this change in the usual way and make these changes a huge success.

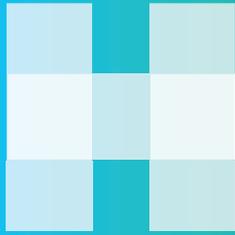
I would like to thank all of our staff, partners and governors for all they have achieved over this last year. This sort of performance is only possible when everyone really pulls together.



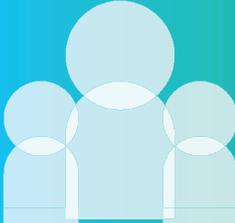
Jim Mackey
Chief Executive



Who we are



accident and emergency, maternity care, children's services, surgery, intensive care and medicine



community and district nursing, health visiting, rehabilitation, public health and sexual health



adult social care service on behalf of Northumberland County Council

WE EMPLOY ALMOST
9,500
MEMBERS OF STAFF

OUR ANNUAL BUDGET IS AROUND
£471 MILLION

WE PROVIDE SERVICES AND CARE FOR A POPULATION OF OVER
HALF A MILLION

We have operated as a foundation trust since 1 August 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:

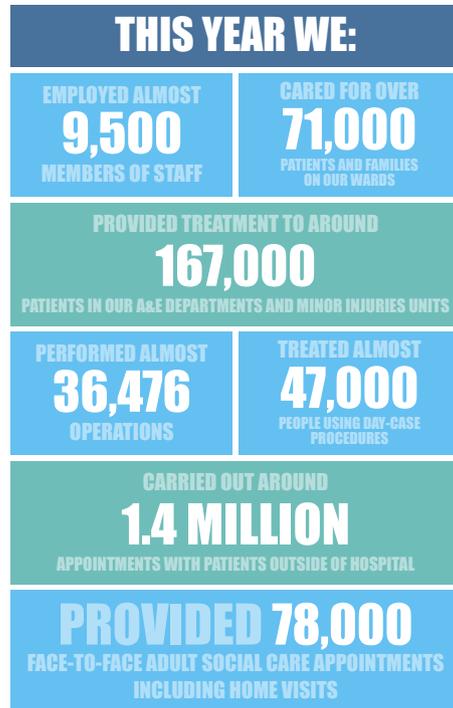
- a new specialist emergency care hospital in Cramlington - The Northumbria
- three general hospitals - Hexham, Wansbeck and North Tyneside
- community hospitals at Alwick, Berwick, Blyth and Rothbury
- an integrated health and social care facility at Haltwhistle
- an elderly care unit, The Whalton Unit, in Morpeth
- outpatient and diagnostic centres at Sir GB Hunter in Wallsend and Morpeth NHS Centre

We established Northumbria Healthcare Facilities Management Ltd (NHFM Ltd) on 17 January 2012 as a wholly owned subsidiary of the trust. It provides specialist project

management services for capital developments and estates maintenance services. Over the last year, two major projects have been managed by NHFML Ltd - the build of the new specialist emergency care hospital at Cramlington and the completion of the new integrated health and social care scheme in Haltwhistle.

Northumbria Primary Care Ltd is a new company established to provide GPs with professional support in many of the corporate functions that come with running a GP practice. It is a wholly owned subsidiary of Northumbria Healthcare NHS Foundation Trust which will start trading on 1 April 2015. This will operate via a cost sharing group.

This year we



Lived our values

The trust developed its values with staff, these are:

- putting patients first
- providing safe and high quality care
- ensuring responsibility and accountability
- everyone's contribution counts
- respect

We continued to promote our patient-focused and performance-driven culture. We ensured clear lines of accountability and responsibility were in place and continued to promote a culture based around trust, openness and empowerment.

Delivered high quality care

Health and social care regulators, the Care Quality Commission (CQC) placed the trust in band 5 – the second lowest risk category and we fully met all of the safety and quality outcomes set by the CQC.

Foundation trust regulators Monitor assess financial risk. There are four rating categories ranging from 1,

which represents the most serious risk, to 4, representing the least risk. We have maintained a risk rating of 4.

Monitor also assess how well-governed we are using a traffic light rating system. We received a green rating showing there are no grounds for concern at the trust.

Made innovative commitments

We committed to:

- become a 'vanguard' site for NHS England's NHS Five Year Forward View
- place a greater focus on population public health prevention
- transform the model of emergency care provided to patients living in North Tyneside and Northumberland

WERE RECOGNISED FOR OUR SUCCESSES

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

- **BMJ AWARD FOR SURGICAL TEAM OF THE YEAR**
- **13TH IN COUNTRY IN NHS ENGLAND'S 2013 INPATIENT SURVEY**
- **NAMED AMONG 40 BEST PERFORMING NHS ORGANISATIONS IN CHKS TOP HOSPITALS PROGRAMME 2014**
- **PHARMACEUTICAL CARE AWARD FOR SHINE MEDICATION PROJECT**
- **NORTH TYNESIDE HOSPITAL RATED TOP IN THE COUNTRY BY JUNIOR DOCTORS TRAINING IN TRAUMA AND ORTHOPAEDICS (GMC)**
- **SERVICE IMPROVEMENT AWARD FOR RADIOGRAPHER REPORTING SERVICE (HEALTH EDUCATION NORTH EAST)**
- **6TH IN THE COUNTRY FOR CANCER PATIENT EXPERIENCE (MACMILLAN CANCER SUPPORT)**
- **PAYROLL WORLD AWARDS FOR HEAD OF PAYROLL AND IN-HOUSE PAYROLL TEAM**
- **NURSING TIMES AWARD FOR PRIMARY MENTAL HEALTH WORKER TEAM**
- **PATIENT SAFETY AWARD FOR PHARMACIST PRESCRIBING (UK CLINICAL PHARMACY ASSOCIATION)**
- **NORTH EAST NHS LEADERSHIP RECOGNITION AWARDS FOR BOARD LEADERSHIP AND EQUALITY AND DIVERSITY**
- **NHS EMPLOYERS COMPASSION IN PRACTICE AWARDS FOR HIP QIP**
- **11TH IN THE COUNTRY IN 2014 NATIONAL A&E PATIENT SURVEY (CQC)**
- **NAMED AMONG BRITAIN'S BEST EMPLOYERS FOR LESBIAN, GAY AND BISEXUAL STAFF (STONEWALL)**
- **NAMED 'OVERALL BEST TRUST' AND AWARDED FIVE OTHER ACCOLADES AT THE PATIENT EXPERIENCE NETWORK NATIONAL AWARDS 2014**

Our performance this year

SERIOUS EMERGENCIES

NEW HOSPITAL CRAMLINGTON

GO TO - Northumbria Specialist Emergency Care Hospital in Cramlington or call 999 for an emergency ambulance.

Suspected stroke



Loss of consciousness



Persistent and severe chest pain



Sudden shortness of breath



Severe abdominal pain



Severe blood loss



URGENT CARE

24HR WALK-IN SERVICES

GO TO - 24 hour walk-in services at Hexham, North Tyneside and Wansbeck hospitals. For advice contact your GP or call NHS 111.

Minor head, ear or eye problems



Broken nose or nose bleed



Sprains, strains, cuts and bites



Children's minor injuries and ailments



Minor fractures or broken bones



Abscesses and wound infections



THINK GP FIRST

YOUR LOCAL

GP
PRACTICE
is the first point of contact for most medical problems

Treatment, medical advice and support is widely available from your local NHS. Play your part in using services wisely.

Practise good self-care



Visit your local pharmacy



Call the free NHS 111 number 24/7



Minor injury units and walk-in centres



Maintained a strong financial position

Financially, our performance remained strong despite the challenges all health sector organisations face.

We recorded a surplus of £1.8 million before 'one off' items, the largest arising from impairments of fixed assets following a full estate revaluation exercise. Our surplus for the year, including these 'one off' items, was £78,000.

This strong financial position was achieved through prudent financial management and a clear strategic focus which brought about innovative approaches such as the Hexham hospital PFI buy back which will save the trust an estimated £3.5 million per year.

Delivered a new model of emergency care

The Northumbria hospital will be the first purpose-built hospital of its kind in England to have emergency care consultants working 24 hours a day, seven days a week. Consultants in a broad range of conditions will also offer services seven days a week, speeding up specialist care for patients.

Separating serious emergencies from planned care will mean patients attending our general hospitals for planned operations, tests and outpatient clinic appointments won't have their care affected by the need to prioritise seriously ill emergency patients. Our general hospitals will become centres of excellence for care and treatment that is planned. They will also continue to provide 24-hour walk-in services for urgent but less serious conditions.

Developed a new integrated health and social care facility at Haltwhistle

We opened the new Haltwhistle War Memorial Hospital, which is now an integrated health and social care facility built in partnership with Northumberland County Council.

It is one of the first facilities of its kind in the country as it provides hospital and social care support under one roof. The hospital on the first floor has 15 beds while the social care facility on the ground floor has 12 extra-care flats, called Greenholme Court, managed by Homes for Northumberland.

Continued to focus on environmental matters

We are fully committed to the principles of sustainable development, low carbon economy and reductions in the consumption of finite natural resources. We have continued to deliver a reduction in carbon emissions and met the Department of Health target to reduce energy/utility related carbon emissions one year ahead of schedule.

We now generate over 0.5MWh of electricity from the PV arrays installed at North Tyneside and Wansbeck general hospitals. The trust has also invested in the installation of both a biodiesel CHP (combined heat and power) and a biomass boiler at The Northumbria hospital. The CHP will generate green electricity for the hospital and, combined with the biomass boiler, will produce a significant proportion of the hospital's heat with extremely low carbon emissions.

Supported North Cumbria

We have continued to provide support to North Cumbria colleagues through national 'buddy' arrangements. During this time, North Cumbria University Hospitals NHS Trust has continued to be a stand-alone statutory organisation in its own right.

Participation in clinical research

The number of patients taking part in research within the trust continues to rise, with 2,420 patients recruited in 2014/15 to participate in a total of 86 research studies. This represents a 57 per cent increase in activity on 2013/14 numbers.

The majority of clinical teams now regularly take part in research and we have also had an increase in the number of consultants developing their own research ideas and being awarded funding to carry these out.

The trust has also continued to develop its partnership with Synexus Ltd, a company responsible for running clinical trials on behalf of some of the world's leading pharmaceutical companies. A new Synexus clinical trials centre, based at Hexham General Hospital, opened in July 2014 and a number of patients have been seen in the centre and taken part in trials since.

Putting patients first

REAL-TIME PROGRAMME

**CAPTURES THE VIEWS OF PATIENTS
DURING THEIR HOSPITAL STAY**

**FEEDS BACK INFORMATION TO CLINICAL
TEAMS WITHIN 24 HOURS**

ACTIVITY INCREASED BY 40% IN 2014

INCLUDED WEEKENDS AND EVENINGS

GIVES A FULL PICTURE OF CARE

WE INTERVIEWED 6,489 PATIENTS DURING 2014. WE SCORED:

99%

FOR PATIENTS WHO FEEL THEY
HAVE BEEN TREATED WITH
KINDNESS AND COMPASSION

99%

FOR TREATING PATIENTS WITH
RESPECT AND DIGNITY
AT ALL TIMES

98%

FOR PATIENTS' 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

Patient promise

Our patients can expect:

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

Outpatient experience

We survey thousands of patients once they leave hospital to enable us to have a very balanced view of their experience of our care. Our outpatient results continue to be outstanding, with 98 per cent of patients rating the trust 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 scores were all above average.

Inpatient experience

Overall, 95 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 16 of the 19 most important questions to patients. On the remaining three questions the trust was marginally outside the top 20 per cent and above the national average.

The emergency department results were very good with the trust remaining in the top 20 per cent in England on 21 of the 27 questions. The average score was 80 per cent and the top 20 per cent score for England is 78 per cent.

Experience of community care

A number of community experience surveys were conducted throughout 2014. One of these surveys included the Adult Social Care Survey (ASCS) annual survey. The survey gathers information on how services affect the lives of users.

We have shown good results:

- performing above the average score of the North East region local authorities in seven out of seven ASCOF outcomes
- achieving better results than the previous year for six out of six of the comparable ASCOF outcomes, such as people feeling safe and having control over their daily life
- gaining an overall satisfaction rating with services of 93.6%
- increasing the proportion of people who said they find it easy to find information about services by 9.3% - from 75.9% last year to 85.2% this year
- improving quality of life, with 93.8% of people saying care and support services did this

Everyone's contribution counts

OUR WORKFORCE 2014

WE EMPLOY
9,464 STAFF

756 FIXED TERM
/TEMPORARY

919 BANK STAFF

NHS staff survey

The NHS staff survey results showed that our employees are among the most satisfied in the country, with 94 per cent of staff feeling their role makes a difference to patients. We recorded the best response rate in England at 82 per cent, with staff expressing extremely high levels of satisfaction in their job and in the quality of patient care they deliver.

Staff engagement scores continue to rise within the organisation, with a further increase in staff recommending the trust as a place to work or receive treatment. Most importantly, 76 per cent of our staff feel able to contribute to improvements at work. This was the highest result for any acute trust which is excellent.

Overall, we significantly improved in eight areas, made no significant change in 19 areas and did not deteriorate in any area.

Equality and diversity

This year we have had some significant successes with our approach to equality and diversity with the trust being ranked 50th in the Stonewall Workplace Equality Index top 100 employers list and being ranked fourth top healthcare organisation.

The challenges for 2015/16 are to continue work to embed equality and diversity in our service delivery. We will also continue to engage service managers in reporting and assessing their respective service users from an equalities perspective to try and better understand who is, and more importantly who is not, accessing our services and make subsequent adjustments where possible.

Health and wellbeing programme

This year we have delivered campaigns on hydration, healthy eating, physical activity, mental wellbeing, alcohol and smoking and each has had an interactive element so that employees are supported to make lifestyle changes. All campaigns were supported by volunteer health advocates - members of staff who have an interest in wellbeing and wish to support their colleagues in leading healthier lifestyles. Feedback from employees continues to be very positive and this is reflected in the recent staff survey results.

Health and wellbeing roadshows, at which staff can receive healthy lifestyle information and free mini health MOTs, have continued to be popular. An increased number of fitness classes are available at several sites and we have established two running groups for employees. We are also continuing to review the food options available on site and are committed to improving the range of healthier options.

We were awarded the silver level of the regional Better Health at Work Award in December 2014, with the assessors particularly impressed with the trust's partnership working and model of delivery. We continue to be a Mindful Employer charter signatory.

Occupational health, staff psychology and counselling services

We have continued to provide a responsive triage service for employees and this work has been recognised as an example of good practice by the General Medical Council (GMC).

The staff psychology and counselling service has continued to roll out resilience training for staff. This is proving to be a popular course and external evaluation has shown this to be very successful in terms of improving wellbeing and work performance. Similarly, external evaluation of the mediation service was very positive, with researchers feeding back that our unique conflict resolution framework should be shared as a model of best practice.



Responsibility and accountability

Patient promise

A number of arrangements are in place to review the performance and effectiveness of the trust. These are set out in the following documents:

- the constitution of the trust
- standing orders
- standing financial instructions
- schemes of delegation and decisions reserved to the board
- terms of reference for the Board of Directors, Council of Governors and sub-committees
- role descriptions
- codes of conduct for staff, directors and governors
- annual declarations of interest

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.

Board of Directors and responsibilities

The Board is made up of ten executive directors and seven non-executive directors including a non-executive chairman. The Board of Directors ensures that adequate systems and processes are maintained to deliver the trust's annual plan, deliver safe, high quality healthcare, measure and monitor the trust's effectiveness and efficiency as well as seeking continuous improvement and innovation.

Following the introduction of a number of new standards - including duty of candour, the fit and proper person's test and improving openness and transparency - the board has met and agreed implementation plans linked to each of these and receives regular updates regarding progress.

Council of Governors

The Council of Governors has:

- 36 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
- one governor position elected by the patient constituency

During the year, elections to the public constituencies of Berwick upon Tweed, Blyth Valley, Hexham, North Shields and Wansbeck and staff constituencies of North Tyneside General Hospital, Wansbeck General Hospital and North Tyneside community were contested. Elections to the public constituency of Wallsend and the staff constituency of Northumberland community 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 chairman 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 forward plans

The Council of Governors carried out its formal business at four general meetings held throughout the year. Through these meetings, the council participated in the development of our Quality Account, safety and quality priorities and annual planning and has approved amendments to the Council of Governors' terms of reference.

Governors also received regular updates on the progress of The Northumbria hospital, the process for the acquisition of North Cumbria University Hospitals NHS Trust and the trust's mortality figures.

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

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 and North Tyneside. The patient constituency is open to people who have been treated in one of our hospitals in the past year but are not resident in the immediate catchment area. As of 31 March 2015, there were 61,720 members in the public constituency and ten 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 us that they do not wish to do so. At 31 March 2015, there were 9,392 members in the staff constituency.

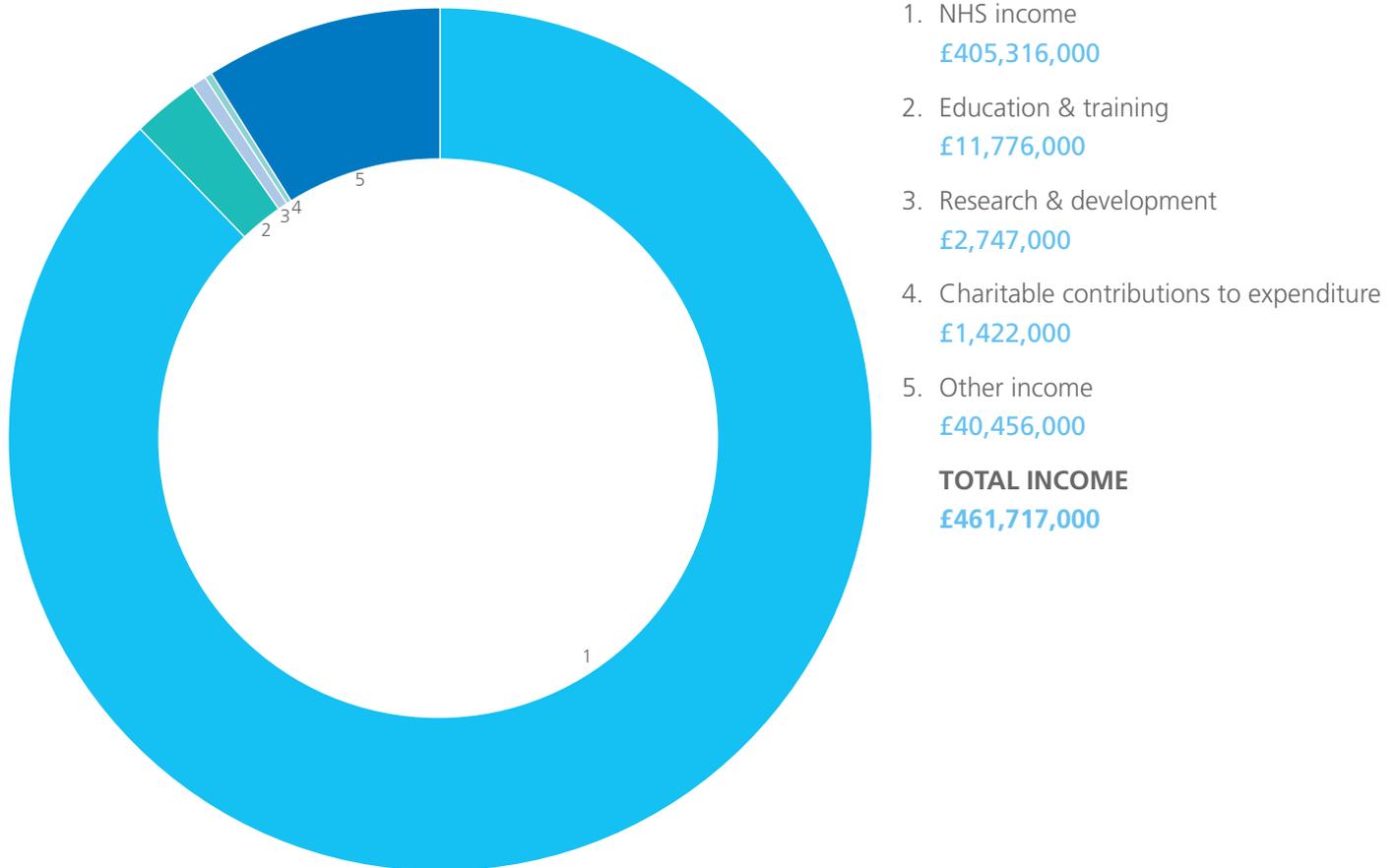
North Cumbria acquisition

As part of the initial acquisition process for North Cumbria University Hospitals NHS Trust, we have recruited public, staff and patient members and also held elections for a shadow Council of Governors.

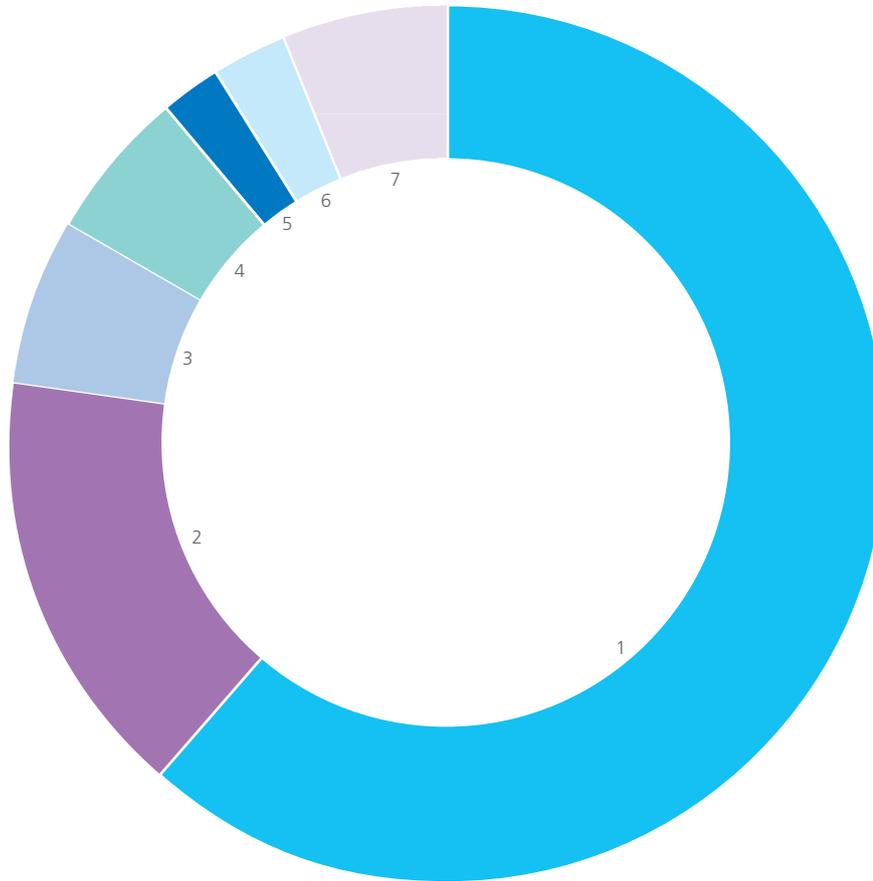
In the west there are membership constituencies of: four public, two staff and one patient constituency, with 34 governor positions - 20 public, 10 staff and four patients. There are also seven co-opted governor places.

Vacancies remain for one staff governor in West Cumberland Hospital, one staff governor at Cumberland Infirmary, one in Eden and one in Copeland due to in-year resignations.

Where the money comes from



Where the money goes



1. Staff costs
£292,221,000
 2. Drugs & clinical supplies
£74,305,000
 3. Premises & transport
£29,670,000
 4. Depreciation & impairment*
£25,690,000
 5. Services from NHS & non-NHS providers
£11,032,000
 6. Interests & finance costs
£12,582,000
 7. Other
£28,381,000
 8. Termination of Hexham PFI contract**
(£12,242,000)
- TOTAL EXPENDITURE**
£461,639,000

*The depreciation and impairment figure includes impairments of £17,343,000 due to asset revaluation

**The final amount paid to terminate the PFI contract was less than accounted for in 2013/14 resulting in a reduction in expenditure during the year. This reduction in expenditure is therefore excluded from the chart.

This is just a snapshot of our financial performances in 2014/15. 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

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NHS Foundation Trust

**A SUMMARY OF OUR
QUALITY ACCOUNT
2014/15**



Contents

- 01 Chief Executive's statement
- 02 Our performance
- 04 Our achievements
- 05 Quality in action
- 06 Acting on the facts
- 07 Listening to our patients and staff
- 08 Listening to stakeholders
- 09 Looking ahead

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Chief Executive's statement

It has been another excellent year for the trust, albeit at times challenging, where quality has remained at the heart of everything we have done.

To demonstrate this clear commitment, we launched our Quality Strategy and carried out a number of key pieces of work including:

- Launching a major project to improve the management of patients with sepsis, raising awareness among our workforce of the signs of infection
- Rolling out our '15 steps' programme in and out of hours, with first impressions of the ward environment fed back to frontline teams
- Introducing kindness and compassion as a measure in our patient experience programme, extending our real-time questionnaire, and introducing the friends and family test to measure staff experience

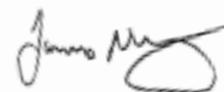
- Backing the national 'Hello, My Name Is' campaign, encouraging staff to introduce themselves to patients before administering care

We performed strongly against the standards set by our independent regulator, Monitor, while continuing to make improvements. This included opening an oncology day unit at Alnwick Infirmary, while our patients rated us in the top 10 trusts in the country for cancer patient experience. In addition, we once again triumphed at the Patient Experience Network Awards, including being named 'overall best Trust'.

This winter was a very busy time for all trusts, with high numbers of people attending A&E. However, thanks to our staff we are one of only a few trusts in the country to meet the national four-hour A&E standard.

This has been a great year for improving quality. Within this time we took possession of our new specialist emergency care hospital (The Northumbria), and we look forward to it opening in June 2015, to start delivering a new level of urgent and

emergency care. We have an exciting year ahead with further improvements planned to allow us to continue on our improvement journey.



Jim Mackey
Chief Executive



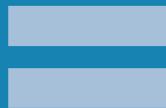
Our performance

SAFETY OUTCOMES 2014/15

MRSA
= 3



C.DIFFICILE
30
VERSUS TARGET
OF 30



SHMI
'AS EXPECTED'



COMPLIANCE WITH WORLD HEALTH ORGANISATION SAFETY CHECKLIST IN THEATRES
95.3%

MINIMISING HOSPITAL FALLS AND PRESSURE ULCERS



PERCENTAGE OF PATIENTS RECEIVING SEPSIS SIX



NEW PATIENT EXPERIENCE MEASURE KINDNESS AND COMPASSION
9.96
OUT OF 10



% OF PATIENTS SCREENED USING DEMENTIA RISK ASSESSMENT TOOL
97.4%



HARM RATE EVENTS PER 1000 DAYS
= 34

Here are some examples of how we have performed against our 2014/15 priorities:

Safer care - saving lives through early intervention

One of our safer care priorities was around improving the management of patients with sepsis. This time-critical condition is the body's reaction to an infection and means the body starts attacking its own organs. With support from the Health Foundation, we launched a major campaign to raise awareness amongst staff of the signs and symptoms of infection so we can treat sepsis sooner. It focuses on the Sepsis 6 - a set of six clinical interventions that should be administered within the critical first hour.

Effective care - integrated working with nursing homes

One of our effective care priorities was to develop systems and processes for working more closely with nursing homes. Dedicated community matrons for nursing homes have now been in place for 18 months. They support and work together with independent providers to revise clinical policies, procedures and work with the home managers regarding admission and discharge to hospital. Feedback from providers and local GPs has been positive and it has become part of the Northumberland Better Care Fund.

Patient experience - measuring kindness and compassion

One of our patient experience priorities was to introduce a new metric for kindness and compassion. These traits are fundamental to patient care and were highlighted in the Francis report. During this year we have introduced a new patient experience measure focusing on this. Patients on the ward are asked: "Were you treated with kindness and compassion by the staff looking after you?". Patient responses are scored out of 10, with our average score being 9.96.

Our achievements

PROUD! TO BE...

6TH IN THE COUNTRY FOR
CANCER PATIENT EXPERIENCE

NAMED A TOP
HOSPITAL
FOR THE **7TH**
YEAR RUNNING

11TH IN THE
COUNTRY IN THE
NATIONAL A&E
PATIENTS SURVEY

NAMED ONE OF THE COUNTRY'S **TOP 100**
EMPLOYERS FOR LGBT STAFF IN
STONEWALL'S 2015 WORKPLACE EQUALITY INDEX

NAMED
'OVERALL
BEST
TRUST'
AND AWARDED
FIVE OTHER
ACCOLADES
AT PATIENT
EXPERIENCE
NETWORK
NATIONAL AWARDS
2014

Quality in action

Quality initiatives - launch of the Quality Strategy

In September 2014 we launched our Quality Strategy which gives staff a clear focus and reflects the importance and commitment we place on quality of care. It aims to ensure quality of care underpins every decision taken by every member of staff and to provide the safest health and care services to patients in hospital and in the community.

To achieve this, the trust will support a number of quality improvement programmes each year, including large key programmes, those linked to the annual priorities and also a large number of frontline-led improvement plans to support teams in putting their ideas into practice.



Quality improvements

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

New Haltwhistle hospital

In June 2014 the doors opened to the new Haltwhistle War Memorial Hospital as part of a £4.6m integrated health and social care scheme in the town. The hospital has 15 beds and provides support and rehabilitation for elderly patients, palliative care and a minor injuries service. The scheme also

has extra-care flats on the ground floor funded by Northumberland Council.

Working with volunteers to support people with dementia

Music and singing can bring beneficial effects to people suffering from dementia by unlocking memories and promoting social engagement. Staff on ward 23 at North Tyneside General Hospital have worked in partnership with volunteers to provide singing sessions for patients on the ward, with huge success.

Immediate response teams

A new service providing urgent support for people in a time of crisis has been rolled out across south east Northumberland. The immediate response teams provide support to enable people with a sudden illness, medical condition or a change in circumstance who are at risk of hospital admission, to remain at home.

Acting on the facts

We know that to continually improve on the care that we provide, we must work from good quality information, and listen to, and learn from, what our patients and staff tell us.

Data quality

High quality information underpins the effective delivery of patient care and is essential if improvements in quality of care are to be made. We were again shortlisted for the data quality prize in the 2014 CHKS awards.

We work hard to ensure the accuracy of our data which includes:

- A patient's NHS number, which is a key identifier for patient records. The largest single source of nationally reported patient safety incidents relate to the misidentification of patients (National Patient Safety Agency). Our work to ensure the completeness of this data means

our performance is above average

- Recording of the patient's GP practice, which 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 either in line with, or above, national values
- Information Governance Assessment Report - our overall score for this year was 94% and graded green, because for all requirements attainment level 2 or above was achieved
- Clinical coding which translates the medical terminology written by the clinician to describe a patient's diagnosis and treatment, into standard recognised codes. The accuracy of this coding is a key indicator of the patient record

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

Complaints

The number of complaints received in 2014/15 was 457, a decrease of ten percent from the previous year. We recognise that it is best to resolve issues as soon as possible and, though our complaints leaflets and posters, encourage concerns to be raised immediately with the person in charge of a patient's care. This year there have also been a number of national reports, all raising the profile of complaints within the NHS. In response, we initiated a quality improvement project which analysed the current complaints system used in the trust to identify any further areas for improvement.

Incident reporting

The National Reporting and Learning Service recognise that organisations, like the trust, that report more incidents usually have better and more effective safety cultures. Incidents reported by our staff are investigated, remedial action taken where necessary, and staff are given feedback on incidents reported. This year 16,958 incidents were reported by staff.

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.

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

95% 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 their work.

82% RESPONSE RATE FROM OUR STAFF WAS THE HIGHEST IN ENGLAND

94% FEEL THEIR ROLE MAKES A DIFFERENCE TO PATIENTS

OUR TEAMS ARE AMONGST THE HAPPIEST IN ENGLAND, WITH EXTREMELY HIGH LEVELS OF SATISFACTION IN THEIR JOB AND IN THE QUALITY OF PATIENT CARE THEY DELIVER

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.

"We are pleased to see from this year's Quality Account that the trust continues to obtain high scores for patient satisfaction in a number of areas, particularly those that relate to how patients are treated as individuals by members of the trust's staff."

Healthwatch North Tyneside

"The Council of Governors acknowledged the remarkable work of Northumbria staff... going forward we are keen to continue a focus on patient experience and compassionate care... we have continued to select a number of safety indicators including sepsis, falls, medicines, management and pressure ulcers."

Council of Governors

"We have continued to engage with the trust routinely on matters of mutual importance and we have had valuable discussions throughout the past year... we believe that the Quality Account reflects the priorities of the community."

Northumberland County Council Care and Wellbeing Overview and Scrutiny Committee

"We are pleased to learn that overall the trust is performing well against its priorities... concern in relation to performance against the summary hospital-level mortality indicators... acknowledge complexity around the analysis of this indicator and the rates are within the expected range... pleased this continues to be a top priority for the trust."

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

"The trust seems to be making good progress in most areas. It would be good to see the immediate response team being rolled out into other areas. We will be interested to see the impact of the new way of delivering emergency care on stroke patients which seems to be an area for improvement."

Healthwatch Northumberland

"The CCGs recognise progress made towards the delivery of the 2014/15 priorities. The trust has achieved 20 of the 22 agreed quality measures... we would like to congratulate the trust on the national awards they have received... this is certainly something to be proud of."

North Tyneside and Northumberland Clinical Commissioning Groups

Looking ahead

OUR PRIORITIES 2015/16

SAFE

- Reduce hospital acquired infections – C.Difficile, MRSA and surgical site infections
- Medicine optimisation in hospital – missed doses, medicine reconciliation on discharge
- Improve the management of sepsis in hospital and community settings
- Implementation of electronic prescribing
- Reduction of falls and pressure ulcers
- Safety checklist (WHO) – embedding the practice – theatres and endoscopy
- Implementation of The Northumbria hospital model and 7 day working
- 7 day communication to GPs following outpatient attendance

HIGH QUALITY

- Opening of The Northumbria hospital and the base sites in their new form
- Understanding hospital mortality through case note audit
- Delivery of a 7 day endoscopy service
- Development of the maternity service
- Development of the palliative care model
- Collaboration with nursing homes to improve patient care
- Integration of acute and community services to support patient flow and discharge
- Management of chronic obstructive pulmonary disorder (COPD) patients on discharge
- Management of acute kidney injury in line with national guidance

CARING

- Embed kindness and compassion as an 'always behaviour'
- Pilot 'Think Safe' as part of regional patient safety collaborative initiative
- Ensure complaints, experience and social media comments are triangulated quarterly
- Recognition of dementia – supporting carers as part of this process
- Benchmark patient emergency care experience pre and post The Northumbria hospital
- Education for those patients dependent on alcohol who access hospital emergency services
- Use of the emergency hospital care record for palliative patients