



Northumbria Healthcare
NHS Foundation Trust

OUR

ANNUAL REPORT

SUMMARY 2018/19



building a caring future

HOSPITAL | COMMUNITY | HOME

www.northumbria.nhs.uk



...the NHS is everyone's gift to the nation and to each other – we should be so proud.



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CHAIRMAN'S STATEMENT

2018 was a milestone year for our trust with our own 20th birthday and the NHS' 70th anniversary with the latter bringing home to me that central truth: that the NHS is everyone's gift to the nation and to each other – we should be so proud.

In early 2019 we also marked 20 years of transforming healthcare in Tanzania with our ground-breaking partnership with Kilimanjaro Christian Medical Centre – a legacy that will endure even as the relationship deepens and flourishes.

While these birthdays have been a welcome addition to our year, they certainly haven't detracted from our core day-to-day role: providing outstanding care.

Our expertise means we are leading the way nationally in a number of areas and I have been pleased to see the success of our

programme to improve the care of patients who suffer a hip fracture shared with five other trusts across the country. The results have been quite staggering with 119 lives (and counting) saved so far and more than 100 extra patients returning to their own homes rather than a nursing or residential home.

This year we welcomed eminent clinician Professor Sir Alan Craft as a non-executive director and his experience and insight will be invaluable to us as we look to implement our £150million investment over the next five years. With colleagues with vast NHS experience joining our senior team as chief operating officers – Helen Ray alongside Marion Dickson who is also interim executive director of nursing and midwifery – our leadership is stronger than it ever has been.

Also of great value to us will be the continued input of our Council of Governors. Over the last year, our governors have carried out important work, acting as a much-needed link to the many communities we serve and generally being a sounding board for us. One of the best was Peter Latham who we sadly lost this year and will be deeply missed.

We also said farewell to Allan Hepple who has stood down as a non-executive director due to personal commitments and I'd like to thank him for his contribution.

I wish to place on record my congratulations, on behalf of all our staff and governors, to our chief executive on receiving a knighthood in the New Year's Honours List. This recognition for Jim – rather Sir James – is well-earned and deserved and a testament to the successful leadership role he has had here and across the NHS over many years.

Finally, none of this would be possible without the hard work and dedication of our staff. No matter what role they do, no matter where they do it, I never cease to be moved by the dedication and commitment shown. Even now – after three years as chair – barely a day goes by when I don't see some new example of selflessness or excellence.

Alan Richardson

CHIEF EXECUTIVE'S STATEMENT

It has been another very successful year for Northumbria Healthcare: we have delivered a strong performance against constitutional standards, made progress against our safety and quality priorities, returned a surplus of £21.3million before exceptional items but, most importantly, delivered some of England's best patient and staff experience results.

We are rightly proud of our achievements, however, we will not take this for granted and will remain focussed on continuing to provide excellent patient care.

However, reflecting on this year, the really big things to highlight are our focus on our staff and our patients. Our patient experience programme continues to show that satisfaction levels are very strong and improving. 51,780 people took the time to give us feedback on their care this year. Over 98% would rate their experience as good, very good or excellent. Our real-time

programme highlights that the high standards set for the quality of our care have been consistently maintained - our patients giving an overall rating of 96% for all domains of care.

Given our strong commitment to infection control over winter, a near-perfect patient score of 99% for hospital cleanliness was particularly encouraging. In addition, public confidence in our services stands at 85% (equivalent to John Lewis and Amazon). This, I hope, shows our appetite to improve and really go the extra mile to meet the needs of our patients.

Secondly, the strength of the broader team really stands out. It was very clear at this stage last year that our staff were continuing to deliver great care, with remarkable compassion, but were struggling to keep pace with demand and workload pressures. So, our staff experience programme was a major new

innovation, building on our patient experience work, with the aim of making Northumbria the best possible place to work and train.

Whilst we have much to do, early signs are very encouraging - our initial results show just how committed and engaged our staff are alongside highlighting a number of opportunities for team-led service improvements. Overwhelmingly staff are very proud of the work they do and are willing to go above and beyond every day to make a difference for patients.

Finally, we have made huge strides over the last few months to increase our focus on prevention and out-of-hospital care (what we call Integrated Neighbourhood Care). Again, this is really gaining traction in and across our area of delivery and we will invest around £2million in this area in 2019/20.

All in all, I hope you will agree this has been another successful year for the trust. This really is the product of a huge effort by a large, diverse, skilled and committed team. I am, as ever, humbled by the commitment of the team and the support and collective drive to maintain excellence. I would like to take this opportunity to record my sincere thanks to the whole Northumbria team for another great year and look forward to the year ahead.

Sir James Mackey



ABOUT US

We are geographically one of the largest trusts in the country and provide a range of health and care services to more than half a million people living in Northumberland and North Tyneside. Services are delivered in hospitals, in the community and in people's own homes.

HIGHLIGHTS OF OUR WHOLLY-OWNED SUBSIDIARIES ACTIVE IN 2018/19:

<p>Northumbria Primary Care</p> <ul style="list-style-type: none"> managing seven GP practices across 12 sites with around 44,000 registered patients implementing clinical support services such as centralised medicines technicians and clinical coders improving through appointment of specialist nurse practitioners for frailty and minor surgery and longer appointments for patients with complex conditions 	<p>Northumbria Healthcare Facilities Management Ltd</p> <ul style="list-style-type: none"> delivering facilities management services at Northumberland's pioneering proton beam treatment centre providing on-going support regarding the development of the ambulatory care facility at The Northumbria hospital offering on-going consultancy support to a number of NHS trusts
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 **OUR COUNCIL OF GOVERNORS** REPRESENTS MEMBERS OF THE PUBLIC, STAFF AND LOCAL PARTNER ORGANISATIONS

MADE UP OF **71** MEMBERS

 **OUR MEMBERSHIP: 8,785 STAFF 7,353 PUBLIC**

OUR YEAR IN NUMBERS

<p>AROUND 75,000 PATIENTS ON OUR WARDS </p>	<p>AROUND 50,000 DAY CASES </p>
<p>ALMOST 220,000 VISITS TO MINOR INJURIES, URGENT CARE & THE EMERGENCY DEPARTMENT </p>	<p>1,000,000 PATIENT APPOINTMENTS OUTSIDE OF HOSPITAL </p>
<p>AROUND 400,000 OUTPATIENT APPOINTMENTS </p>	<p>MORE THAN 52,000 ADULT SOCIAL CARE APPOINTMENTS INCLUDING HOME VISITS </p>
<p>AROUND 370,000 DIAGNOSTIC TESTS </p>	<p>MORE THAN 3,000 BABIES BORN </p>

THE NORTHUMBRIA WAY

PEOPLE CARING FOR PEOPLE

The Northumbria Way is all about what we do and the way we do it. It's about our culture and our ethos.

Put simply, people caring for people.



OUR QUALITY IMPROVEMENT
Leading through continuous improvement

OUR VALUES
We stand for respect and put patients first

OUR PEOPLE
Attract and retain the best people

OUR TEAMS
Building happy, healthy and productive teams

OUR LEARNING
Supporting our staff to be the best they can

OUR PATIENTS
Learning through listening

OUR CULTURE
An environment where we celebrate diversity

OUR SUCCESS
Celebrating our wonderful staff

General Hospital

Community Services

Community Hospital

Specialist Emergency Care Hospital

Corporate Services

Leadership

Adult Social Care

Public Health

OUR AWARDS AND ACCOLADES

WINNER

COMPASSIONATE PATIENT CARE
AWARD IN HSJ AWARDS 2018 FOR
OUR BIRTH REFLECTION SERVICE

NAMED AMONG THE COUNTRY'S 40 BEST
PERFORMING ORGANISATIONS IN THE
CHKS 'TOP HOSPITALS 2018' FOR THE

11TH CONSECUTIVE YEAR

WON THE CHKS 'TOP HOSPITALS 2018' PATIENT EXPERIENCE AWARD

NURSE EMILY PITKETHLY CROWNED
THE NATION'S RISING STAR AT THE
NURSING TIMES AWARDS 2018



NURSE JANICE HUTCHINSON WON A
LIFETIME ACHIEVEMENT AWARD
& PATIENT EXPERIENCE PROFESSIONAL
OF THE YEAR AT THE PATIENT
EXPERIENCE NETWORK AWARDS 2018



WON 2

AWARDS FOR OUR TANZANIA
TELEMENTORING LINK:

MOST INNOVATIVE
OUTREACH PROJECT
AWARD AT THE
AFRICAN HEALTHCARE
AWARDS 2018

PATIENTS CHOICE
AWARD AT THE
BUILDING BETTER
HEALTHCARE
AWARDS 2018

OUR PERFORMANCE

We measure our performance against the delivery of our objectives which are grouped around the following themes:

Operational

We - like every trust in the NHS - must meet a range of national standards covering all aspects of patient care.

We achieved the A&E waiting time standard of 95% of patients being treated or admitted within four hours of attending - recording 96% for the year.

We had 16 cases of C.difficile (against a target of less than 29) and a single case of MRSA (against a target of 0).

We performed well against the 18 weeks referral to treatment standard throughout the year, however, continue to find consistently meeting both cancer targets (urgent referral from GP and referral from national screening

service) challenging with much work taking place around this.

Quality

Our safety and quality priorities - identified in collaboration with members of the public, our staff, governors and key stakeholders - for 2018/19 are: falls, staff experience, surviving sepsis, flow and frailty. See our summary quality account for more information about these.

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 we provide. We do this through monitoring our formal complaints - of which we received 334 new complaints this year - informal concerns and comments about us on social media.

This work is alongside our extensive patient experience programme.

Real-time programme

Carrying out face-to-face interviews whilst patients are still in hospital allows us to respond quickly to things that individuals and their families wish were better, as well as give immediate feedback to staff about things that were working well.

In 2018/19 we spoke to 6,655 patients and whilst the overall performance of 96% remains very high, and unchanged from last year, scores in coordination and consistency of care and pain management did decline during the winter period. This was when demands on our services were at their most challenging.

As well as capturing people's experiences on the day of discharge, we survey thousands of patients once they leave hospital to enable us to have a very balanced view of their experience of our care. We have used this feedback to target and improve essential aspects of our care that we know matter most.

Patient perspective

An independent company evaluates our results and received feedback from 9,199 people.

Our inpatient figures continue to be very good and we are in the top 20% of all trusts on all 19 most important questions to patients. Our overall score of 87.6% (also in the top 20% of trusts) is similar to 2017. 98% of patients rated their care as excellent, very good or good. Results for day-case patients are better still than for inpatients, averaging 92.3%.

Our outpatient results continue to be extremely good, with an overall score of 90.8%, and we are in the top 20% of all trusts in England. The overall scores for all our sites and all our specialties, except pain management, are also in the national top 20%. 99% of patients rated the trust as excellent, very good or good.

Results for our emergency department also remain very good. We remain in the top 20% of trusts in England on 24 of the 27 questions that are comparable with national data. Our average score of 83.9% is comparable to the previous year's figure.

Financial

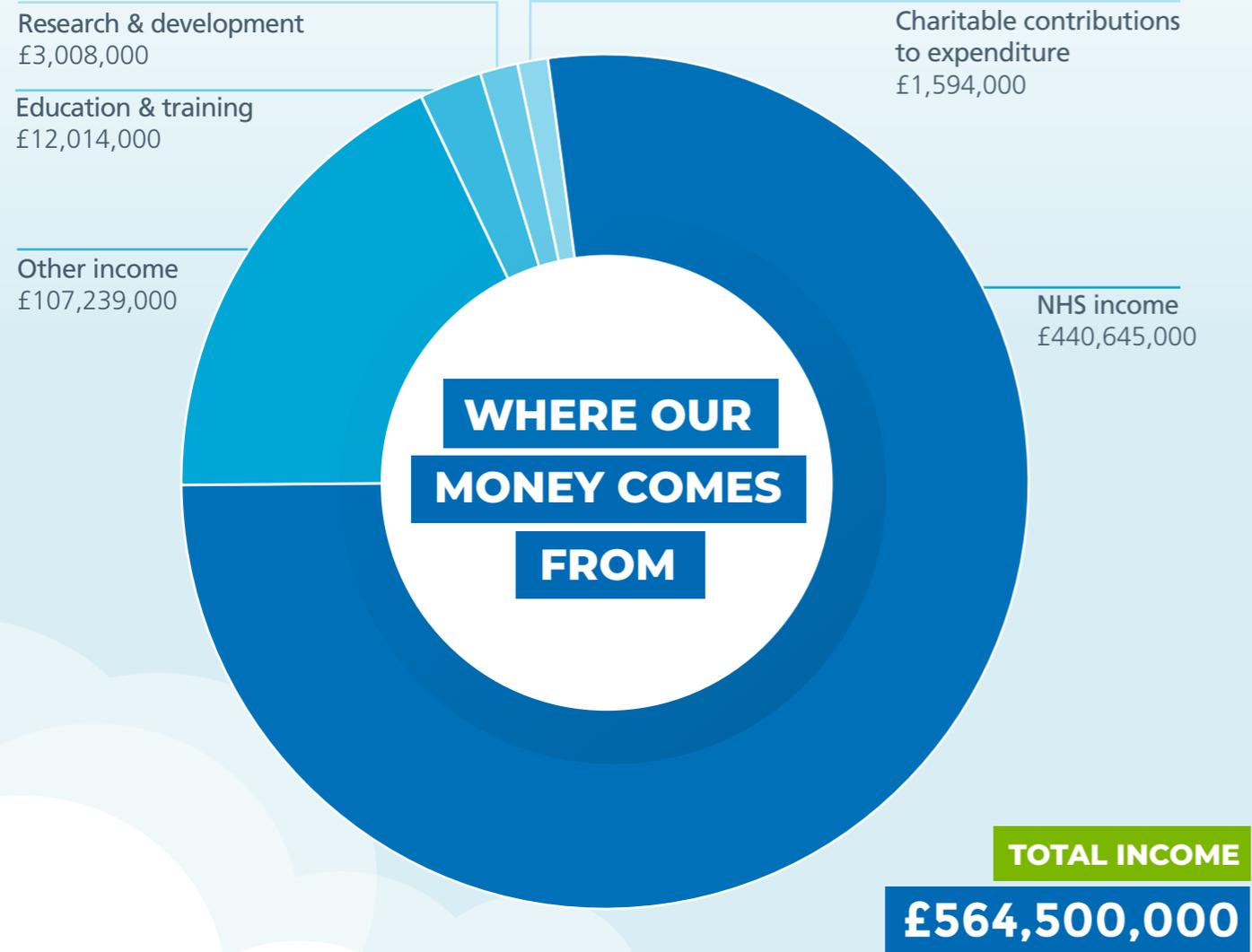
We continue to have an excellent rating for financial risk and recorded a surplus of £9.2million (£7.8million in 2017/18) which reflects the strength of financial management and efficiency in our trust.

A key factor in enabling us to maintain a strong financial position is our well-established commercial activity with other operating income increasing from £112.5million to £132.6million.

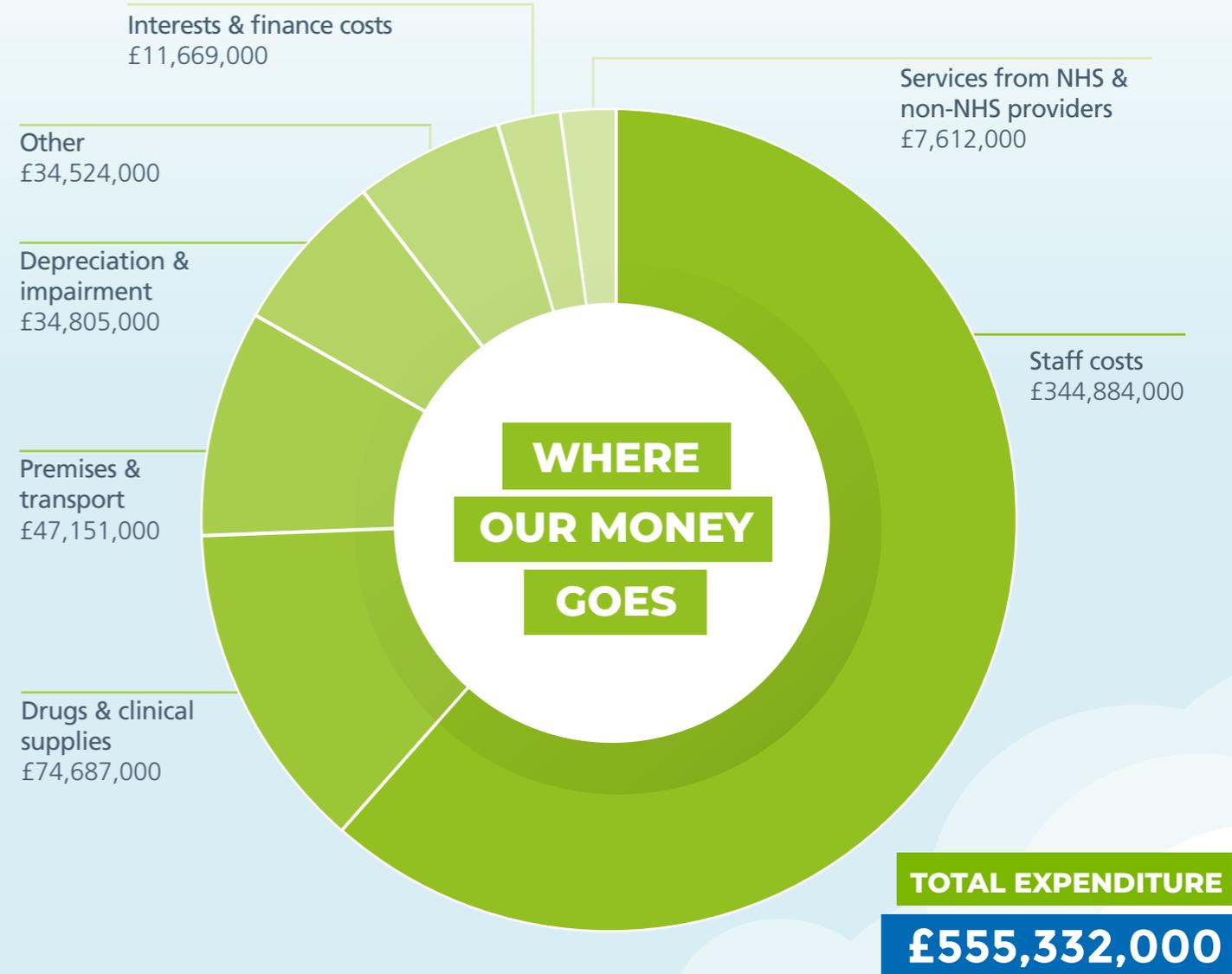
Despite this strong position, the financial performance of our clinical commissioning groups and local providers, and impact of the uncertain economic climate on healthcare

and our supply chain, continues to be a challenge alongside rectifying a number of post-completion defects in The Northumbria hospital with our build partner Lend Lease.

OUR MONEY



This is just a snapshot of our financial performance in 2018/19. To see a full copy of our annual report and accounts you can download it from www.northumbria.nhs.uk



OUR STAFF EXPERIENCE PROGRAMME

This year we have launched our staff experience programme – the first of its kind in the NHS. We're hoping to engage with as many staff as possible in this new programme of work towards happy, healthy and productive teams which will build on our vast patient experience success.

In choosing to work for the NHS, we know most staff have made an important decision to dedicate an enormous part of their lives to caring for their fellow human beings.

Each day they will have the privilege of meeting people at critical moments in their lives. However the gifts of confidence, hope, knowledge and safety can only come from a workforce that feels confident, hopeful, competent and safe themselves. Joy and pride at work are therefore essential resources for happy, healthy and productive healthcare teams.

Staff experience, leadership and high levels of performance for patient care are all inextricably linked. All three improve together and, conversely, all three will decline together.

Our work will involve dedicating leader time, attention, skill development and necessary resources to an on-going effort to improve joy and pride in work.

We know that the challenges we face working in the NHS are varied and complex. In the process of trying to respond to them, we risk damaging the health and wellbeing of the very people we ask to deliver the health, care and wellbeing of our communities.

Burnout leads to lower levels of staff engagement, which correlate with lower patient experience, lower productivity, and an increased risk of workplace accidents which all significantly affect the financial

vitality of an organisation. Lower levels of staff engagement are linked with lower-quality patient care including mortality and patient safety, and burnout limits providers' empathy - a crucial component of effective and person-centred care.

In developing our own programme, we want to integrate a real-time understanding of staff experience with our well-established real-time programme for capturing the quality of patient care and experience.

In our first year, we intend to go wide and deep with our measurement approach and encourage as many staff as possible to complete 'pulse' surveys that will allow us to meaningfully understand what our staff care about and how they feel about the organisation.

In addition, we are interested to learn about improvement and what factors are the

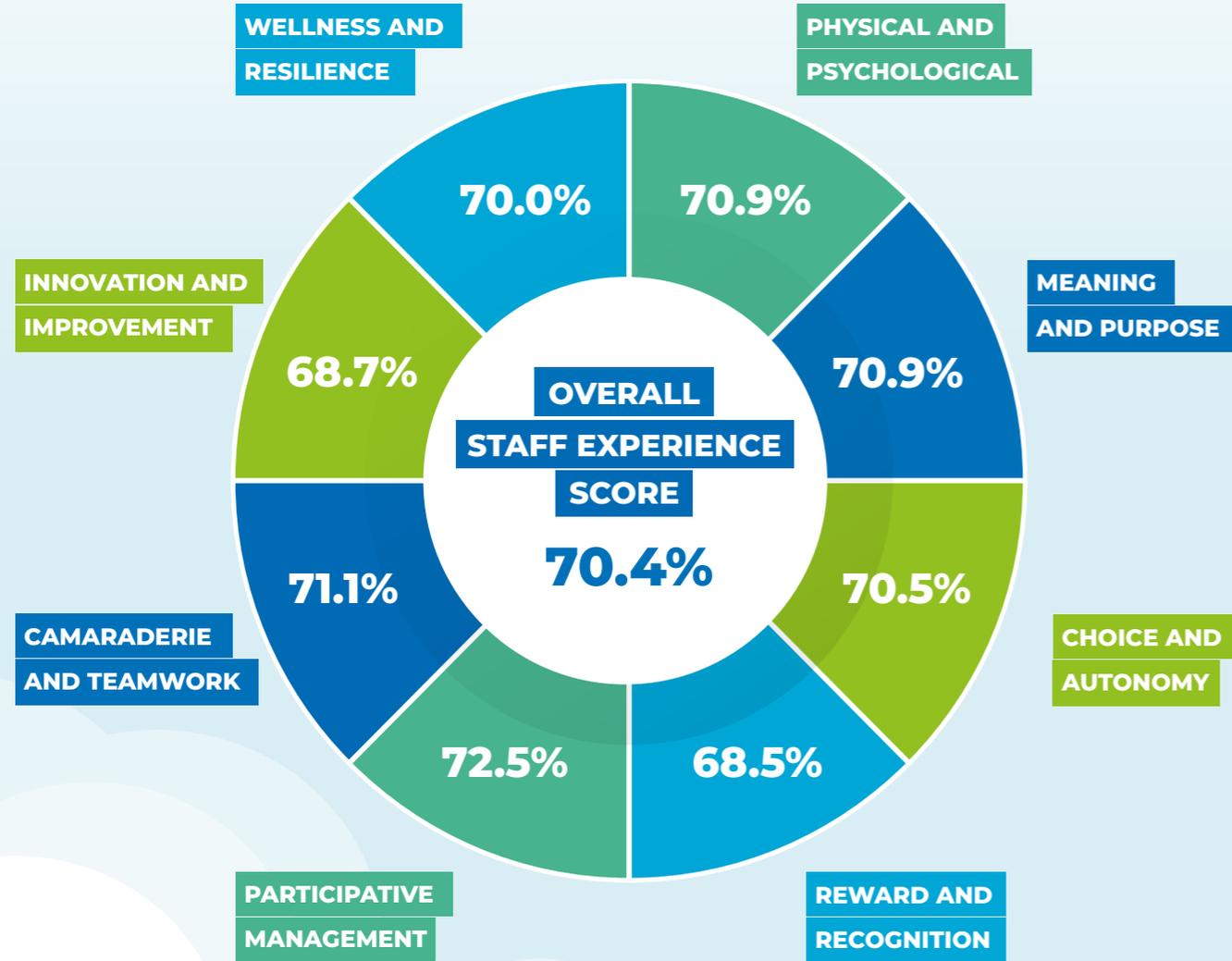
most influential in terms of enhancing staff experience and performance. We piloted and evaluated this work in eight teams with each team providing feedback to shape their own improvement profile based on baseline assessment in eight core domains.

We now have baseline results, based on the views of more than 2,700 staff from more than 200 teams.

The score for staff recommending the trust was 72.1.

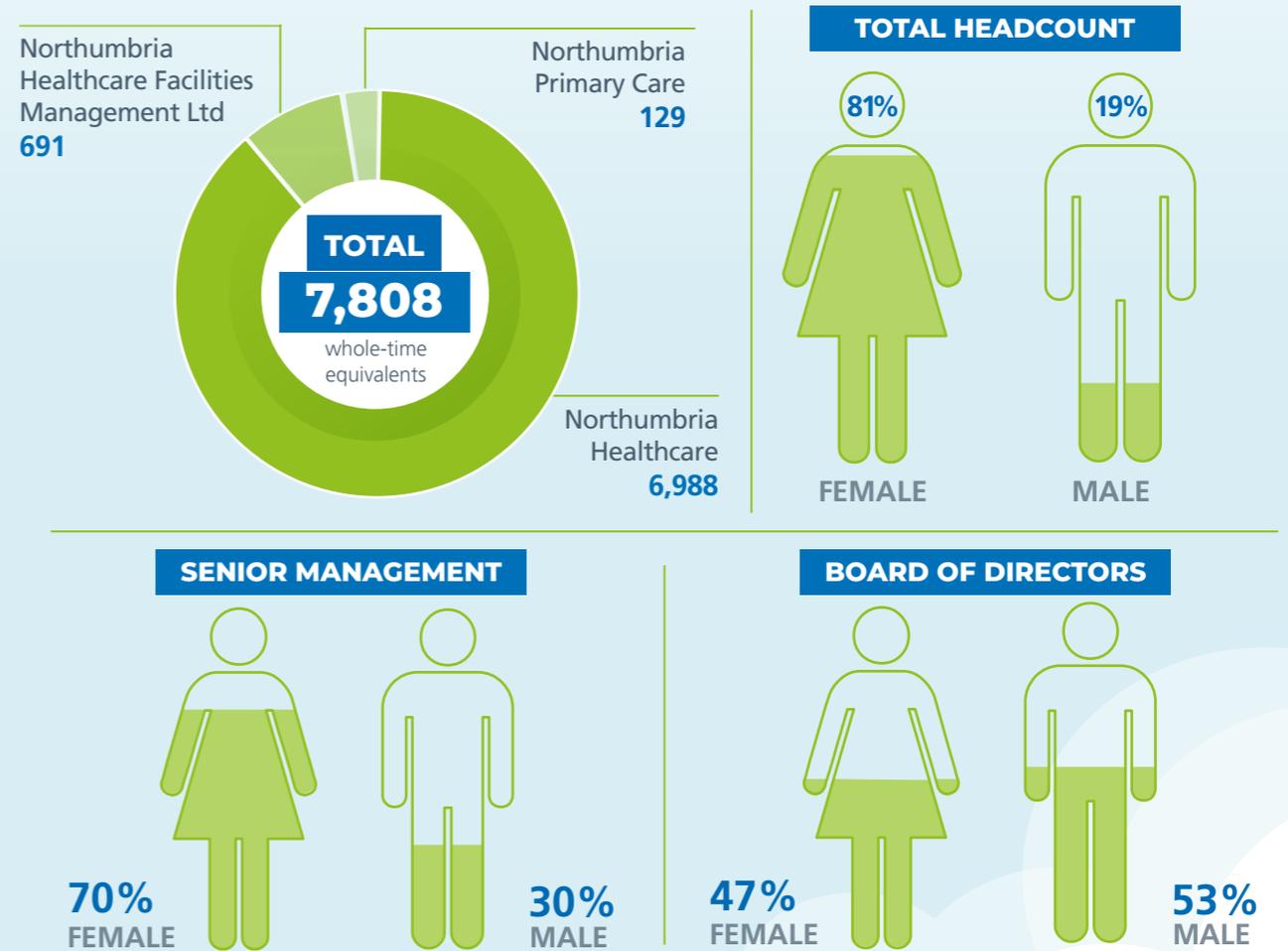
View the diagram on the next page for a breakdown.





OUR STAFF

Northumbria Healthcare and its wholly-owned subsidiaries



Freedom to Speak Up

Our Freedom to Speak Up Guardian received 270 'speak ups' from staff in 2018/19, 126 more than in 2017/18. This is an encouraging sign and shows that our positive commitment to ensuring our staff are empowered to speak up/out when they feel it to be necessary is very real.

Staff survey

We use the NHS staff survey as one form of measurement in relation to staff engagement and it provides valuable insight into what we need to improve.

Our results from the 2018 survey were outstanding and we were placed first in 20% of categories and outperformed the majority of our peers in 90%.

We were ranked second among acute trusts (out of 86) and sixth compared to all other trusts (out of 163) which represents one of the strongest performances in the NHS.

We had the highest response rate of any acute trust (72%) and other highlights include:

- ranking best for equality, diversity and inclusion and staff morale
- being 0.1 points off top place for health and wellbeing, immediate manager relations, safety culture and staff engagement
- being above average in nine categories and below it in none

While the results are overwhelmingly positive, the survey has highlighted areas where improvements can be made namely the quality of appraisals and preventing violence or aggression towards our staff.

Developing our workforce

We continue to be recognised as an early adopter of the apprenticeship levy and associated new standards and proactively use these to provide opportunities for clinical and non-clinical roles to support our future workforce needs.

Our work to help address the recruitment challenges facing nursing in the NHS continues with the second cohort of nurses who have trained in 18 months, due to their substantial healthcare experience, qualifying this year.

We are also about to welcome our first nursing associates. Bridging the gap between nursing assistants and fully-qualified nurses, they will be an asset to our nursing family and a benefit to our patients. The second cohort is half-way through their training with a third having started in March 2019.

Nine trainee advanced clinical practitioners also commenced a new three-year Masters programme in advanced clinical practice developing new skills and expertise in five of our clinical areas.

We continue to innovate in nursing and midwifery education and have recently completed a successful pilot project, in partnership with Northumbria University, exploring new models of practice learning.

Equality and diversity

Our strong equality and diversity work has this year been bolstered by the appointment of our first staff inclusion lead, in conjunction with Northumberland County Council. This has helped to revitalise existing staff network groups and create new ones in keeping with our diversity ambitions and intentions. An example of this is the staff-initiated and led menopause/andropause group.

We have remained a Stonewall Champion and sponsored the inaugural PRIDE event in Northumberland.

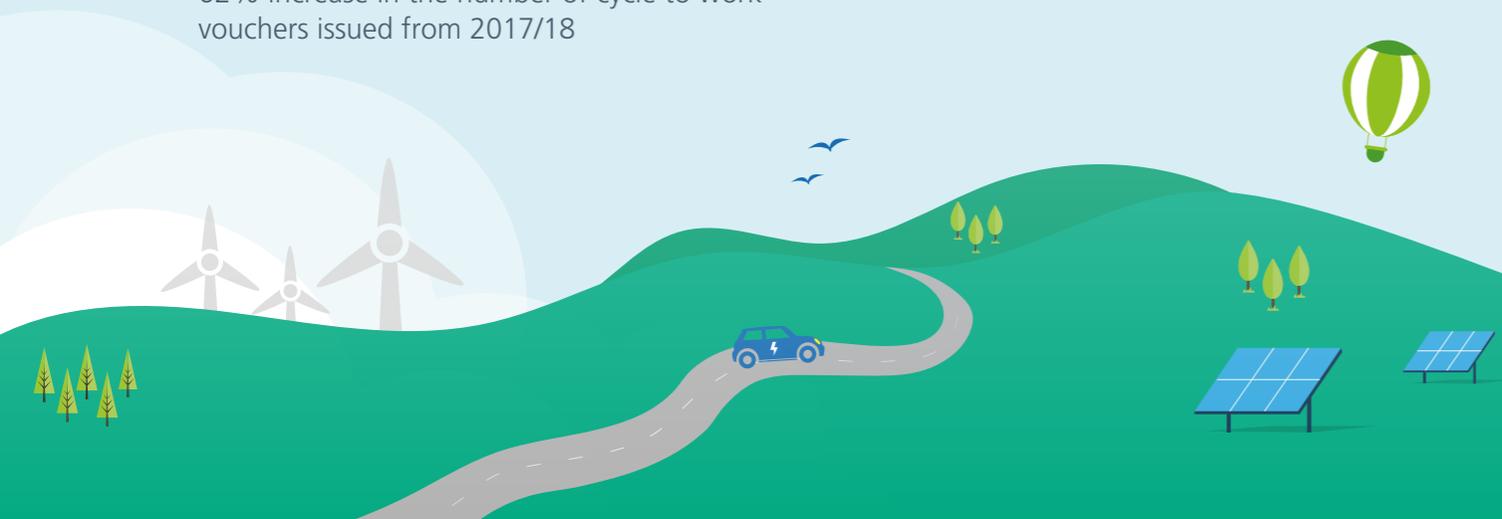
The results from the staff survey for BAME staff have shown an improvement since last year in experience at work and our interventions will continue in the year ahead to ensure the gap between BAME and white staff experience closes.

OUR COMMITMENT TO THE ENVIRONMENT

Our drive to reduce the environmental impact of our activities continues and in 2018/19 we made further strides in this area.

Highlights include:

- continued investment in the installation of LED lighting and electric motor controls
- 15 zero emission fully-electric vans operating from five different sites
- new Green Commute Initiative cycle to work scheme for staff to purchase electric bikes through salary sacrifice - seven staff signed up
- 62% increase in the number of cycle to work vouchers issued from 2017/18
- 27% increase in staff using our public transport discounted tickets from 2017/18
- greater promotion of electric and hybrid lease cars by NHS Fleet Solutions
- 17,991 electric vehicle charging sessions, 7% increase from 2017/18 with carbon savings of 88.69 tonnes
- improved video conferencing facilities to reduce the numbers of staff travelling between sites for meetings
- sourcing biodegradable catering products



OUR PARTNERSHIP IN TANZANIA

In early 2019 we marked 20 years of our charity supporting a ground-breaking project which sees our staff volunteer their time to work in partnership with teams at Kilimanjaro Christian Medical Centre (KCMC) in Tanzania to train their African counterparts.

The international link continues to gain momentum with a new orthopaedic project and an award of funding from the Commonwealth Partnership for Antimicrobial Stewardship to study the use of antibiotics in the area.

Over the years we have introduced a range of new health services to KCMC such as day-case surgery, laparoscopic surgery, burns management and ultrasound, hosted medical students from Tanzania, supported

Commonwealth fellowship opportunities for consultants to spend time in the UK for professional development, supported junior doctor training and undertaken medical research.



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