



Northumbria Healthcare
NHS Foundation Trust

ANNUAL REPORT

SUMMARY VERSION

2019/20

building a caring future

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www.northumbria.nhs.uk



From the outset we faced this pandemic head on – taking early, and difficult, decisions – to ensure we could be as prepared as possible for the increased numbers of patients who needed our care.



CONTENTS

- 04 Chairman's statement
- 06 Chief executive's statement
- 08 About us
- 09 Our year in numbers
- 10 Our reponse to COVID-19
- 12 Our performance
- 16 Our finances
- 18 Our staff
- 22 Our work
- 23 Our subsidiaries

CHAIRMAN'S STATEMENT

It has been another extremely successful year. Recognised nationally for our commitment to prioritising patient safety and quality and given the highest possible 'Outstanding' rating for the second time by the Care Quality Commission (CQC), it could be classed as a 'normal' year for us – until we, like the whole NHS, were hit by coronavirus.

From the outset we faced this pandemic head on – taking early, and difficult, decisions such as suspending visiting, postponing non-urgent activity and modifying clinical areas – to ensure we could be as prepared as possible for the increased numbers of patients who needed our care. It is with great sadness that we lost many of our patients to the virus, however we are confident that, without our quick actions and the first-class efforts of our staff, we would have lost many more.

There have been countless examples of our staff going the extra mile, specifically with relatives not being able to visit loved ones in person.

While this virus has taken its toll on our teams, we are proud of the steps we have taken to support staff's health and wellbeing at this time with advice on staying well, physically and mentally, greatly appreciated.

It is important, however, to highlight that we did not tackle coronavirus alone but as a whole health and care system, thanks to the strong partnerships we have built up over many years. We must also pay tribute to the strong leadership from our chief executive and the senior team which has been invaluable and has guided us through this extremely challenging period with clear direction.

2019/20 has seen a few changes among our non-executive directors. Alison Marshall left us to become chair of Gateshead Health NHS Foundation Trust and Peter Sanderson stepped-down after his second three-year term, however he continues as chair of two of our subsidiaries. We would like to place on record our thanks to them both for their excellent contributions over the years.

We welcomed three new non-executive directors – Andrew Besford, Professor Roger Barton and Ruth Connorton – who bring with them a wealth of experience in their fields which is proving to be invaluable.

We're pleased to say that in 2019/20 we've made substantial progress with our plans to significantly improve healthcare in two of our most isolated rural

communities, both with considerable engagement with local people.

In Berwick, we have submitted a planning application to build a £25million hospital on the site of our existing infirmary. In Rothbury, we worked in partnership with the local community to develop a flexible beds model. Given the impact of Covid-19, these plans have been paused and will be reviewed in spring 2021. Our governors, too, have played a major role in these projects, bringing thoughts from the local community through their well-established links. Their contribution to the engagement we carried out regarding the future location of the Whalton Unit also needs to be noted, alongside the important work of the whole Council of Governors throughout the year.

One of our governors – Tony Stapleton – sadly passed away on New Year’s Day and we would like to extend our sympathies to his family and friends and thank him for his input.

We are proud to say that our ever-present focus on quality improvement – what we call ‘The Northumbria Way’ – has continued to gain national exposure this year. In July, we were named patient

safety organisation of the year at the Health Service Journal Patient Safety Awards. We also won two other patient safety awards for national projects we are leading making it a superb hat-trick for our teams.

Everything we have highlighted here would not have been possible without the unfaltering efforts of our staff and we are continually taken aback by what they do on a daily basis. On behalf of ourselves, the board and the Council of Governors – thank you and together we can go even higher in 2020/21.



Alan Richardson
Chair (to 7 October 2019)



Martin Knowles
Acting chair (from 8 October 2019)

CHIEF EXECUTIVE'S STATEMENT

2019/20 has undoubtedly been a momentous year. We were rated 'Outstanding' by the CQC for the second successive time and rated joint best place to work in the national NHS Staff Survey.

I was ecstatic with our 'Outstanding' rating – it is testament not only to our staff but also to our ethos of placing the experience of care for our patients right at the heart of our organisation.

The NHS has undoubtedly become more challenging since our last inspection in 2015. It is credit to everyone's hard work that we have remained at the pinnacle of healthcare in this country, and indeed the world, whilst uniquely maintaining strong performance and financial resilience.

In addition, and of equal importance, we are immensely proud of our results in the national staff survey because it comes directly from our workforce. It tells us how our staff feel about working and training here and how we are doing as their employer.

To be rated the best place to work in the NHS alongside three other trusts is truly phenomenal and reflects the equal emphasis we place on both the

experience of our patients and our staff.

Despite an incredibly tough winter, we consistently out-performed most other trusts with our A&E waiting times, maintained our strong financial position and, thanks to the amazing efforts of our staff, dealt with the greatest challenge to affect the NHS in its history – coronavirus.

I am proud to lead Northumbria and it's the dedication, professionalism and enthusiasm our staff display that sets us apart from others and makes us a great place to work.

As I knew we would, we have pulled together with our usual skill, compassion and spirit and are working incredibly hard, alongside our partners in primary care, local authorities, social care and nursing homes, as well as those caring for people in their own homes, to go above and beyond the call of duty.

The strength and depth of our teams have really come to the fore and every one of our Northumbria family can take pride in how we have responded.

I would like to say thank you to each and every

one of them for the passion and commitment they continue to show for our patients. All of this is made possible by the support of other key workers in schools and the local supply chain and we will be forever grateful.

Not only am I proud at how the NHS and the broader health and care system have worked together, I have been blown away at the wealth of support we've received from our local communities.

We have also had an unbelievable response from local businesses, schools, other organisations and volunteers with regards ensuring the continuous supply of personal protective equipment. The factory we have set up is a result of everyone's involvement and means we can play our part in helping to regenerate the local economy and provide jobs, not just in the short-term but into the future.

Our volunteers have carried out a major role in our work and we are indebted to everyone who has come forward and helped us fill the void left when our existing volunteers had to stand down due to government restrictions and fulfil new positions.

Despite this year's successes, we will never rest up on our vision to continuous improvement. We know we must always do more to ensure every single one of our patients, and their families, has an even better experience of our care and our staff have the support they need to deliver this.

As we look to the future and a new 'normal' for the NHS and our day-to-day lives, that will never be more important.

My sincere thanks to everyone involved – our staff, volunteers and partners – in making Northumbria the outstanding organisation that it is and their part in providing the unrivalled care to our communities.

Sir James Mackey



AS A TRUST, WE...

PROVIDE HEALTH & CARE SERVICES TO MORE THAN

500,000

PEOPLE ACROSS NORTHUMBERLAND & NORTH TYNESIDE

IN HOSPITALS, THE COMMUNITY AND PEOPLE'S HOMES

OUR SERVICES INCLUDE:

EMERGENCY & URGENT CARE

OUTPATIENT CLINICS

THERAPIES

SURGERY

MATERNITY SERVICES

END-OF-LIFE CARE

DIAGNOSTICS

ADULT SOCIAL CARE IN NORTHUMBERLAND

CHILDREN'S SERVICES

COMMUNITY SERVICES

PLANNED & ON-GOING CARE & REHABILITATION

WE COVER 2,500 SQ MILES



OUR YEAR IN NUMBERS...

AROUND **84,000**
PATIENTS ON OUR WARDS



AROUND **61,000**
DAY CASES



ALMOST **222,000**
VISITS TO MINOR INJURIES, URGENT
CARE & THE EMERGENCY DEPARTMENT



953,000
PATIENT APPOINTMENTS
OUTSIDE OF HOSPITAL



AROUND **396,000**
OUTPATIENT APPOINTMENTS



MORE THAN **72,000**
ADULT SOCIAL CARE CONTACTS
INCLUDING HOME VISITS



AROUND **374,000**
DIAGNOSTIC TESTS



OVER **2,900**
BABIES BORN



OUR RESPONSE TO COVID-19

INSTALLED SINKS
AT OUR HOSPITAL
ENTRANCES SO
PEOPLE COULD
WASH THEIR HANDS



KEPT PEOPLE
UP-TO-DATE
WITH THE LATEST
NEWS, ADVICE
& GUIDANCE

INTRODUCED
VIRTUAL VISITING
SO PATIENTS
COULD SEE
LOVED ONES



SET UP A **LOCAL
PPE FACTORY** THAT
SUPPLIED ESSENTIAL
KIT FOR **NHS & CARE
STAFF** ACROSS
THE NORTH EAST



LISTENED TO WHAT STAFF
**SAID FROM >10,000
RESPONSES** IN OUR
CORONA VOICE SURVEYS*

RECRUITED **100+
VOLUNTEERS** TO
SUPPORT STAFF
& PATIENTS

DELIVERED MORE THAN 700 BABIES DURING LOCKDOWN

EMBRACED TECHNOLOGY TO CONTINUE TO SEE PATIENTS VIRTUALLY:

- ◆ HELD ALMOST 55,000 - ALMOST 60% - NON FACE-TO-FACE APPOINTMENTS (APR-JUL)
- ◆ MORE THAN HALVED THE AVERAGE NUMBER OF MILES TRAVELLED PER PATIENT IN TWO YEARS TO 7.2 MILES
- ◆ TRAVELLED ALMOST 900,000 FEWER MILES, SAVING AROUND 250 TONNES OF CARBON

**RAN AN INTERRUPTED
HOME BIRTH SERVICE**

**MORE THAN
330,000**
ENGAGEMENTS THROUGH
SOCIAL MEDIA CHANNELS
DURING LOCKDOWN

**PERFORMED >2,000
ELECTIVE PROCEDURES
SINCE RESTARTING**

**PUT DOWN HUNDREDS
OF SIGNS & ARROWS
TO HELP PEOPLE
SOCIAL DISTANCE**

**CONTINUED TO ALLOW BIRTHING PARTNERS IN
HOSPITAL FOR LABOUR/POST-NATAL CARE**

**SUPPORTED OUR STAFF'S HEALTH AND
WELLBEING:**

- ◆ LAUNCHED A DEDICATED WEBSITE, TELEPHONE LINE AND FACEBOOK GROUP
- ◆ INTRODUCED SPECIAL CALM ZONES TO GIVE STAFF A QUIET SPACE TO TAKE SOME TIME OUT
- ◆ DISTRIBUTED HUNDREDS OF HEALTH AND WELLBEING BOXES ACROSS THE ORGANISATION
- ◆ SUSPENDED STAFF CHARGES FOR CAR PARKING AND IN TRUST CANTEENS

**CREATED OUR UNIQUE 'KEEP
THE NHS RUNNING' T-SHIRT
TO RAISE MONEY FOR OUR
NHS CHARITY & ENCOURAGE
PHYSICAL WELLBEING**



OUR PERFORMANCE

Operations

We have a range of key performance indicators to ensure our services are the best they possible can be. Alongside this, we must meet a series of standards set nationally.

We fully met our Improving Access to Psychological Therapies and learning disability standards.

We performed well against the 18 weeks referral to treatment standard, meeting it for 10 months of the year, and met both 62-day cancer standards for seven months of the year. A significant amount of work continues to take place around this.

We narrowly missed the 95% four-hour A&E target for 2019/20, achieving 94.2%.

With regards infections, we had four cases for MRSA, against a target of zero, and 51 cases of C difficile against a target of 39.

While the impact of Covid-19 on operational performance was limited this year, delivering our constitutional standards for 2020/21 will remain challenging. This is due to our activity levels being unlikely to reach pre-Covid 19 levels for some time, predominantly as a result of maintaining social distancing and the need for stringent infection control practices.

Quality

We monitor the quality of care we provide in a number of ways to ensure we are continually improving.

Our progress against our eight safety and quality priorities for 2019/20, identified in collaboration with stakeholders, are explored in our quality account. These are flow, patient and staff experience, deteriorating patient programme, frailty, cancer, bereavement, maternity and making every contact count.

Reviewing feedback from patients is a major part of this work, done through monitoring the complaints we receive through our formal process and informal concerns and comments made on social media.

This year we received 434 complaints, an increase of 79 from 2018/19, of which 68% were well-founded. 98% of complaints were completed within the timescales agreed with the complainant.

This monitoring is alongside what patients tell us through our established, and nationally-recognised, patient experience programme. We use a variety of methods to seek honest, and reflective accounts of care from those who use our services, and draw on this wealth of data to maintain high standards.

OUR AWARDS...

RATED:

OUTSTANDING

BY THE CARE QUALITY COMMISSION FOR THE 2ND SUCCESSIVE TIME

AWARDED THE CONTINUING
EXCELLENCE+ LEVEL
OF BETTER HEALTH
AT WORK AWARD

NAMED BEST STAFF ENGAGEMENT
& COMMUNICATIONS OFFER AT
THE 2019 NATIONAL RETENTION
AWARDS

NAMED AMONG CHKS 'TOP HOSPITALS 2019' FOR THE **12TH** CONSECUTIVE
YEAR

WON THE PATIENT SAFETY AWARD IN HEALTH BUSINESS AWARDS 2019

WON 3

AWARDS AT HSJ PATIENT
SAFETY AWARDS 2019:

PATIENT SAFETY
ORGANISATION
OF THE YEAR

INFECTION
PREVENTION AND
CONTROL INITIATIVE
OF THE YEAR

PERIOPERATIVE
AND SURGICAL
CARE AWARD

WON THE TRAVEL AWARD AT THE NHS SUSTAINABILITY AWARDS 2020

AWARDED AN EMPLOYER
RECOGNITION SCHEME GOLD
AWARD FOR SUPPORTING THE
ARMED FORCES COMMUNITY

RECEIVED THE SKILLS FOR
HEALTH QUALITY MARK FOR
DELIVERING APPRENTICESHIP
PROGRAMMES

NAMED PUBLIC SERVICES
FINANCE TEAM OF THE YEAR
AT THE NORTH EAST
ACCOUNTANCY AWARDS 2019

PART OF TWO AWARDS AT HSJ
PARTNERSHIP AWARDS 2020:

INHEALTH WON BEST
HEALTHCARE PROVIDER
PARTNERSHIP WITH
THE NHS AWARD

DAC BEACHCROFT
NAMED LEGAL SERVICES
PROVIDER OF THE YEAR

OUR PERFORMANCE CONTINUED

Real-time programme

Speaking to patients while they are in hospital continues to be held as a quality assurance marker for our governors and board and 2019's data highlights a very strong overall standard by our ward teams.

Its transparency and the frequency of which information is shared enables us to continue to adapt our services to meet the needs of our population. This feedback also provides a welcome opportunity to give recognition to individuals and teams who have gone above and beyond.

Our results for 2019:

94% FOR CONSISTENCY AND CO-ORDINATION

99% FOR THE CLEANLINESS OF OUR WARDS AND BATHROOMS

99% FOR RESPECT AND DIGNITY

98% FOR THE WAY THE TEAM MANAGED PAIN

96% FOR INVOLVEMENT IN DECISIONS ABOUT CARE

83% FOR COMMUNICATING ABOUT MEDICINES AND SIDE EFFECTS

98% FOR THE QUALITY OF RELATIONSHIPS WITH OUR DOCTORS

93% FOR NOISE AT NIGHT

99% FOR THE QUALITY OF RELATIONSHIPS WITH OUR NURSES

99% FOR KINDNESS AND COMPASSION

Alongside capturing patients' experiences on the day of discharge, we seek their views after they have left hospital in order to gain a well-rounded picture of what they thought of their care to enable us to target improvement in specific areas.

Patient perspective

Our inpatient results for 2019 continue to be very good with our overall score of 87.2% in the top 20% of trusts. Overall, 98% of patients rated their care as good, very good or excellent with our results for day-case patients higher, averaging 92.7%.

Our results for outpatients continue to be extremely good with our overall score of 89% in the top 20% of trusts, which is also the case for all our sites and specialities, with the exception of pain management. 98% of patients rated the trust as good, very good or excellent.

In emergency care, patient experience was also very positive in 2019 with an average score of 84.1%, with the top 20% score for England at 78% and above.

Finance

Thanks to the strength of our financial management and efficiency in our trust, we recorded a surplus for the year of £13.5million (£9.2 million in 2018/19), after an impairment of fixed assets of £1million, which enables us to continue to have an excellent rating for financial risk.

Our well-established commercial activity has been one of the key factors in enabling us to maintain a strong financial position, with other operating income of £125.4million (£132.6 million 18/19).

However, there remains a number of financial challenges facing the trust and wider NHS and public sector including the general economic climate and its impact on healthcare and our supply chain, and ongoing post-completion defects at our Northumbria hospital.

OUR FINANCES

Research & development

£3,229,000

Education & training

£11,408,000

Other income

£102,255,000

Charitable contributions to expenditure

£1,673,000

NHS income

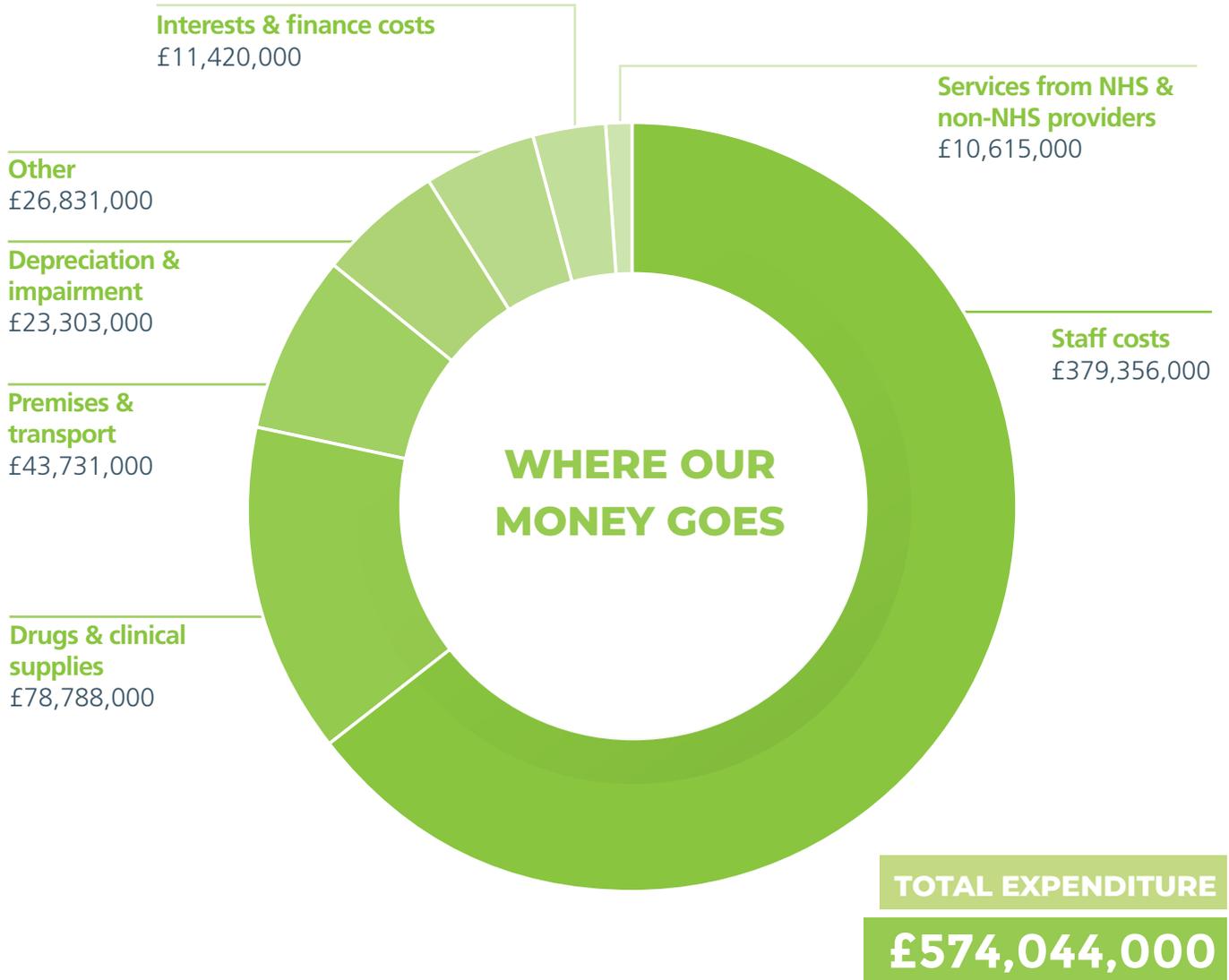
£468,969,000

**WHERE OUR
MONEY COMES
FROM**

TOTAL INCOME

£587,534,000

This is just a snapshot of our financial performance in 2019/20. To see a full copy of our annual report and accounts you can download it from www.northumbria.nhs.uk



OUR STAFF

Staff experience

We continue to develop our staff experience programme. This year our collaboration with the i-Opener institute enabled all staff who responded to the online survey – referred to as iPPQ – to receive their own personal report of happiness at work and how this might be optimised. This enabled us to understand how positively our trust’s results compared with the other 65,000 respondents of the iPPQ to date. Our staff were shown to be more engaged, more productive, happier, more likely to love the work they do, and more energised than respondents worldwide, including the health sector.

We repeated our trust-wide baseline survey at the end of 2019 to see if there had been any gains compared to feedback received the previous year with encouraging results. All eight domains of staff experience statistically improved with our core metric of sustainable engagement also statistically better, with a new score of 77.9%.

NHS Staff Survey

This is used as one form of measurement in relation to staff engagement and, in 2019, our staff rated the organisation as one of the best in the country. We were ranked first among combined acute and

community trusts (out of 48) and third compared to all other trusts (out of 163).

Our trust also scored the highest nationally for equality, diversity and inclusion, health and wellbeing and morale.

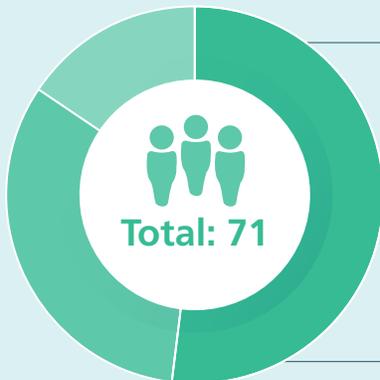
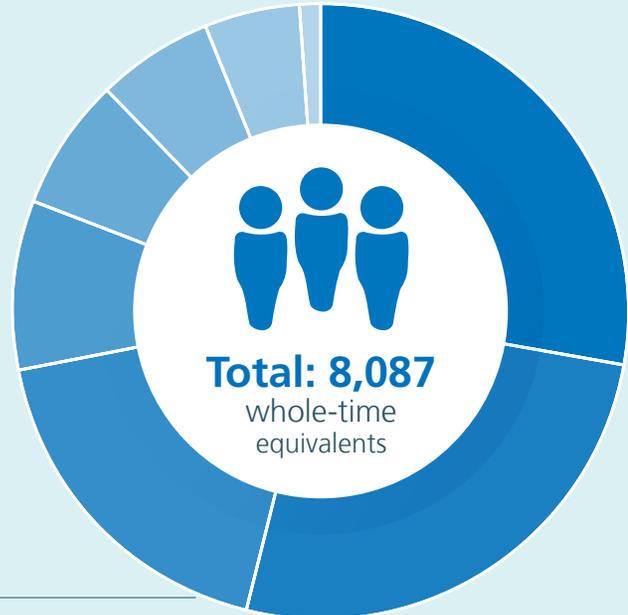
76% of our staff completed the national survey, meaning we achieved the best response rate in the country – the average response rate was 45%.

The correlation between the national staff survey and the results of our staff experience programme are reassuring with both having been used to devise a staff engagement strategy that clearly defines streams of work underway.

Key priorities of this work include a re-look at the public communications campaign on our zero tolerance of physical violence and abuse towards staff, and a review of the best performing trusts on quality of appraisal to see what can be learned in order to re-design our appraisal process in a way that is meaningful to staff. In addition, our staff experience programme will continue to enhance our ability to measure staff experience in real time, and further explore the links between staff and patient experience.

Our staff are made up of the following groups:

- 1 Nursing and midwifery registered (2,245)
- 2 Administrative and clerical (2,207)
- 3 Additional clinical services (1,414)
- 4 Estates and ancillary (766)
- 5 Allied health professionals (545)
- 6 Medical and dental (489)
- 7 Additional prof scientific and technical (435)
- 8 Healthcare scientists (109)



Council of Governors

- 1 Elected by the public (37)
- 2 Elected by staff (23)
- 3 Appointed by local partner organisations (11)

Our membership

Total: 16,334



OUR STAFF CONTINUED

Equality, diversity and inclusion

Work in this area has continued in 2019/20 and, to ensure it is supported at the highest level, we have identified equality and diversity champions at director and non-executive director level.

To build on what has already taken place to foster a more inclusive work culture, our trust has been selected to be part of the NHS Employers Diversity and Inclusion Partners programme which is closely aligned to the Equality Delivery System, NHS Long Term Plan and Interim People Plan.

This year we have established two additional staff network groups jointly with Northumberland County Council. These cover carers and mental health and sit alongside our other active and well-represented groups, namely BAME, disabled, autism spectrum, menopause and LGBT+ employees.

We achieved positive results from the NHS Staff Survey in relation to equality and diversity and remain a Stonewall champion, while continuing to act as a mentor to a number of trusts nationally for equality and diversity and supporting Northumberland County Council.

We improved in eight out of the nine metrics in the Workforce Race Equality Standards (WRES) data and completed the Workforce Disability Equality Standard (WDES) for the first time in 2019. Action plans for the WRES and WDES have been developed to continue this journey of improvement for our BAME and disabled staff.

Our engagement in the national three-year leadership culture programme concluded in 2019/2020 with the delivery of the collective leadership action plan. This was designed to adopt a number of new or different compassionate and inclusive leadership practices which contribute to enhanced staff experience and engagement.

We have also incorporated compassionate and inclusive leadership content into all of our leadership and management development interventions.

Freedom to speak up

Our staff are able to confidentially raise any concern they may have to our Freedom To Speak Up Guardian about any concern that they may have to seek independent, impartial support and advice.

Our trust is the only organisation in the North East which provides its Guardian with a permanent contract and protected time with opportunity to work flexibly over 30 hours per week. Our Guardian also does not hold any other role within our organisation.

In 2019/20 we had 162 speak-ups, 108 fewer than the previous year.

OUR WORK

Our focus on the environment

We continue to focus on delivering sustainable healthcare and further reducing the impact of our activities on the environment.

Thanks, in part, to installing LED lighting in several of our hospitals, we are significantly ahead of our plans for carbon reduction. This has also had large financial benefits in terms of decreasing energy costs and those associated with maintenance and repair.

We continue to reduce the amount of waste being sent to landfill and for high temperature treatment. Offensive waste collection is now rolled out across the trust and recycling has seen a large improvement, especially in clinical and surgical areas. This includes hard-to-recycle plastics which are now removed from the waste stream and sent as a resource via a re-manufacturing process.

We promoted a shift towards more environmentally friendly forms of transport. This included cycle to work schemes, car sharing projects and increasing our electric vehicle (EV) infrastructure. We now have 53 EV charging spaces with at least two on each of our sites and an additional 24 currently being installed. EV charging sessions increased to 48,741 with estimated carbon savings of 240.29 tonnes.

Our partnership in Tanzania

Our long-standing partnership with Kilimanjaro Christian Medical Centre (KCMC) continues to progress with a new orthopaedic project underway and plans to work with the anaesthesia and maternal health departments.

A crew from ITV Tyne Tees accompanied the burns' team on its annual visit this year which resulted in four special reports being broadcast. This showcased the multi-disciplinary team carrying out a number of complex and life-saving surgeries and delivering training to healthcare professionals and the local community. The project is having a significant impact, resulting in improved healthcare for burns patients and a reduction in the number of fatalities and critical burns injuries.

2019 also saw us embark on a new project to study the use of antibiotics in Northern Tanzania, following funding from the Commonwealth Partnerships for Antimicrobial Stewardship. Our teams have rolled out training on anti-microbial resistance at KCMC and nearby district hospitals, launched a public health campaign to raise awareness around antibiotic use and improved the use of infection control processes. The project has also led to improved leadership and established protocols around infection prevention and control.

OUR SUBSIDIARIES

Highlights of Northumbria Primary Care:

- All seven practices rated 'good' by the CQC
- Centralising pharmacy, medicines technicians and clinical coding – improving clinical safety and quality and work-life balance for clinicians
- Increasing appointment/access options for patients
- Improving patient experience scores
- Excellent feedback following extensive staff engagement programme
- 100% recruitment of GPs
- Being a member of five local Primary Care Networks (PCNs)
- Joint working with Northumbria Healthcare, for example the beds at Howden Intermediate Care
- New practices and PCNs formally joining Northumbria Partnership Cost Share Group, which restarted trading this year, through commercial expansion



Highlights of Northumbria Healthcare Facilities Management Ltd:

- Providing on-going consultancy support to a number of NHS trusts
- Completing the new ambulatory care unit at The Northumbria hospital
- Delivering on-going support on a number of strategic capital developments including the new sterilisation centre at The Northumbria, planned new Berwick hospital, provision of additional car parking at North Tyneside and Wansbeck general hospitals and a range of sustainability projects
- Developing existing Limited Liability Partnership relationships
- Providing total facilities management services at The Rutherford Centre, a pioneering proton beam treatment centre in Northumberland





building
a caring
future

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