



Northumbria Healthcare
NHS Foundation Trust

2020/21

ANNUAL
REPORT
summary

building a caring future

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www.northumbria.nhs.uk



So much patient feedback and so many patient stories reflect the expertise, professionalism, enthusiasm and compassion of our staff on a daily basis.



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CHAIRMAN'S STATEMENT

There can really only be one way to open this year's statement and that is to say thank you to everyone for all of their hard work, resilience and dedication over the past year in the face of an extremely challenging 12 months lived in the shadow of Covid-19.

As I said last year, as we were just entering the testing early weeks of the pandemic, we took timely but difficult decisions about the best way to continue offering the best care that we could in the face of a rapidly changing and immensely tough situation.

This continued during the following months when staff often had to react very quickly to shifting rules, restrictions and requirements, with many going above and beyond to ensure patients were cared for and supported as best as they could be. Not forgetting the ongoing support our colleagues have also given to patients' carers and loved ones during a very difficult time.

No Trust running hospitals in the UK has avoided losing patients to this awful disease and we have seen a significant number of deaths here at Northumbria, with each one being a tragedy for that individual's loved ones, but we firmly believe

that this number could and would have been far higher but for the efforts of all of the staff, from the front-line to back office, top to bottom, Trust and subsidiaries alike.

There has inevitably been additional pressure on staff throughout this period, but we can take pride in the efforts that have gone into supporting their mental health and wellbeing, with a number of new initiatives being introduced to keep them as well as possible.

Finally, no organisation can be successful without consistent and strong leadership, not only from the top, but throughout the organisation. I am grateful for this and think we have demonstrated what a strong team we are.

But while coronavirus has understandably been front and centre in everyone's minds, we have continued to focus on quality improvement, as part of the Northumbria Way – the vision which helps us maintain our focus on the right direction of travel. This has been reflected in the Trust again winning a number of awards and being recognised by staff, patients and outside bodies for its performance in a range of areas, with the superb rating by staff in the annual NHS survey being particularly pleasing.

Work has continued on a range of other projects, some sparked by Covid-19, such as the PPE manufacturing hub, whose success saw it move into a larger factory and create 60 new jobs, while others are key developments that have been the focus of hard work for a number of years, such as the new hospital for Berwick, which has received planning permission and work is finally underway. This will be a hospital fit for the future to serve generations of residents in the most northerly town in our patch and its hinterland, showcasing how we are always conscious of the need to serve all of our communities.

The Berwick development is an example of where the input of our Governors, through their close community ties, has been invaluable. Despite the pandemic, they have all continued to play their part through regular online meetings, with successful governor elections and a virtual AGM also taking place.

There are also schemes underway to develop new health and education facilities at the Northumbria Specialist Emergency Care Hospital (NSECH) alongside planned ward improvements at Wansbeck and North Tyneside to name but a few, as we strive

to provide the best environments and facilities for our patients.

None of this would have been possible without the ongoing efforts of our staff and volunteers across Northumberland and North Tyneside, all of whom deserve our sincerest gratitude. On my behalf, as well as that of the Board and the Council of Governors, thanks for all your hard work and here's to a brighter and even better 2021/22.



Alan Richardson
Chair (from May 11, 2020)



Martin Knowles
Acting chair (to May 11, 2020)

CHIEF EXECUTIVE'S STATEMENT

Without question, 2020/21 has been one of the toughest years in the history of the NHS and it is an absolute credit to the entire Northumbria team that we have been able to make it through while maintain the high standards of care we pride ourselves on, and achieve what we have.

Across an incredible 12 months, our hard-working and dedicated staff have been under massive pressure throughout. Not only have they coped, they have gone above and beyond to ensure patients are looked after to the incredibly high standards that we have set ourselves, and that our communities now expect. Alongside this, our colleagues have also done a superb job in supporting patients' carers and loved ones. Such an incredibly important role over the last year.

The people that work for an organisation are its greatest resource, which is why it's so rewarding to see that our staff have, once again, rated us as one of the top employers in the NHS in the National Staff Survey (best of all acute trusts), even more so given the year we have had. There is consistent evidence that better staff engagement results in better patient care, which is at the heart of everything we do.

With this foundation of an unstinting focus on supporting staff and patients, I was confident that we could meet the challenges - many unforeseen before the start of last year – brought about by Covid-19. Whilst there have been very tough times, our teams have pulled together and proved how incredibly agile and resilient they are. So much patient feedback and so many patient stories, reflect the expertise, professionalism, enthusiasm and compassion of our staff on a daily basis.

Of course, we have been supported in this by working closely with our key partners in primary care, local authorities and social care, and alongside our colleagues in trusts across the Region. The past year has helped to strengthen relationships and absolutely proved why working in collaboration is so important on so many levels. Examples of the power of such collaboration are too numerous to mention but I would highlight the vaccination efforts as a fantastic example, with Primary Care really leading the way nationally.

Our Trust has seen its fair share of loss during this pandemic and the very human and devastating impact of coronavirus hit us very hard when we lost one of our own, Becky Regan, to the disease in

February. Our thoughts continue to be with Becky's family, friends and colleagues.

While it has been a year like no other, we have continued to perform consistently better than many of our peers and among the best in the Country, which is a testament to the work of everyone involved in Northumbria Healthcare, including our volunteers. This strength will provide a platform for a rapid recovery.

Our communities are also always a key contributor to what we achieve and I would like to thank them for the way they have responded to the challenges this year, and supported us; from adhering to visiting restrictions and following the rules when in our hospital or community sites to accepting why we needed to postpone some elective operations and procedures. We thank them for this and ask that they continue to follow the guidance over the coming weeks and months.

In return, we commit to providing the best patient care and experience that we can with continued sound financial management. This will enable investment in many diverse and innovative projects,

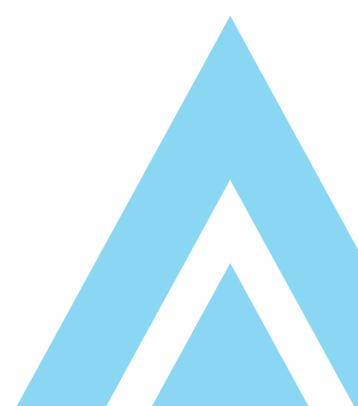
while supporting local employment and our local and regional economies.

Maintaining our focus on improvement, and ensuring that patients are at the heart of everything we do is part of our vision that we call the Northumbria Way. This has helped us to stay on track during this year like no other and we will remain focussed on that as we rebuild and reshape services post Covid-19.

My thanks go out to everyone who has played a part in our story during 2020/21.



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...

OVER 73,400
PATIENTS ON OUR WARDS 

OVER 45,000
DAY CASES 

MORE THAN 159,000
VISITS TO MINOR INJURIES, URGENT
CARE & THE EMERGENCY DEPARTMENT 

MORE THAN 929,000
PATIENT APPOINTMENTS
OUTSIDE OF HOSPITAL 

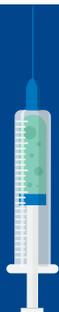
OVER 355,000
OUTPATIENT APPOINTMENTS 

MORE THAN 80,000
ADULT SOCIAL CARE CONTACTS 

OVER 310,000
DIAGNOSTIC TESTS 

AROUND 3,180
BABIES BORN 

OUR RESPONSE TO COVID-19



33,374

STAFF VACCINATIONS
ADMINISTERED FROM
DECEMBER 2020
TO MAY 2021

MAINTAINED AS MANY
SERVICES AS POSSIBLE –
WE CARRIED OUT MORE THAN
14,500 ELECTIVE
OPERATIONS

USED TECHNOLOGY
TO ENSURE
PATIENTS
COULD SEE
LOVED ONES



SUPPORTED STAFF HEALTH
AND WELLBEING WITH A
RANGE OF MEASURES –
A NEW WEBSITE LAUNCHED
DURING THE FIRST LOCKDOWN
WAS ACCESSED 85,000 TIMES



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



**SET UP AND
THEN EXPANDED
A LOCAL PPE
MANUFACTURING
HUB - THIS CREATED
60 JOBS AND 10
APPRENTICESHIPS
WHILE ENSURING
SUPPLIES OF ESSENTIAL
KIT FOR NHS AND
CARE STAFF ACROSS
THE REGION**

**VIRTUAL
APPOINTMENTS**

HAVE HELPED PATIENTS SEE MEDICAL PROFESSIONALS
& PROVED MORE CONVENIENT FOR MANY PEOPLE BY
REDUCING THE NEED TO TRAVEL

IT'S ALSO HELPED THE ENVIRONMENT BY REDUCING THE
NUMBER OF MILES TRAVELLED BY STAFF AND PATIENTS BY
MORE THAN 2.6 MILLION

Looking ahead

While we managed to maintain high levels of service provision during the majority of last year, resulting in lower backlogs and waiting times than many other parts of the country, the restoration of activity is likely to take some time to return to pre-Covid-19 levels across all services.

This is predominantly a consequence of having to maintain social distancing, the need for stringent infection control practices both within the elective and non-elective streams of activity and also patients' reluctance to attend their scheduled appointments.

We have robust plans to safely increase the amount of operative and diagnostic elective activity over the coming months and we are continuing to develop our non-face-to-face outpatient clinics.

Alongside this, we are currently engaged in several strategies to ensure a proactive approach to unearthing any inequalities in our current case-loads, identifying inequality gaps in patients who should be in receipt of our services, ensuring fairness in how we prioritise cases in light of the information above,

maximising health gains through 'preconditioning' pre-operatively in targeted groups, maximising the preventative agenda through our flu and Covid vaccination campaigns, working with NHS and local authority colleagues to reduce health inequalities in the populations we all serve, ensuring that the changes created by Covid do not result in digital deprivation in some patient groups.

To help with this, we have augmented our public health team with Dr Jonny Pearson-Stuttard to undertake a detailed analysis of our orthopaedic waiting list through an inequalities lens and to chair our new inequalities programme board.

Throughout Covid, we have undertaken detailed inequality analysis of non-Covid patients who have and have not presented to hospital and also looked at excess mortality within Northumberland and North Tyneside as the best marker of the total effect of Covid-19.

OUR PERFORMANCE

Operations

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

We comfortably met the 95% four-hour A&E target for 2020/21, achieving 97.2%. We fully met our targets for Improving Access to Psychological Therapies (IAPT) as well as all three standards for learning disabilities in quarters two to four, missing just one in quarter one.

Given the impacts of Covid-19, we were unable to hit the 92% 18-week referral to treatment standard for any of the 12 months, but the 62-day referral to treatment target for urgent cancer referrals from GPs was met in eight out of the 12 months. In terms of infections, we had two cases of MRSA, against a target of zero, and 39 cases of C difficile against a target of 45.

The impact of Covid-19 on operational performance was significant during the whole of 2020/21, adversely impacting the delivery of our constitutional standards, and will remain challenging in 2021/22, given that activity will take some time to return to pre-Covid-19 levels across all services. This is mainly 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 seven safety and quality priorities for 2020/21, identified in collaboration with stakeholders, are explored in our quality account. These are flow, management of acutely unwell patients, supply and administration of medicines, children and young people's emotional wellbeing and mental health, end-of-life care and bereavement, patient and staff experience.

We place significant emphasis on the feedback we receive from patients, whether positive or negative, and we thoroughly track, review and monitor the complaints, concerns and compliments we receive, both through our formal process and informal concerns and comments made on social media.

This year, we received 330 complaints, down from 415 in 2019/20, of which 75% were well-founded. Against a target of 95%, 97% were closed within the timescale agreed with the complainant.

This monitoring is alongside what continues to be recognised as one of the most wide-ranging patient experience programmes in the NHS. We use a variety of approaches to pursue authentic and reflective accounts of clinical and emotional care, from those who use our services, before analysing and reacting to this feedback.

OUR AWARDS...

BEST IN NORTH EAST & AMONG THE BEST IN THE COUNTRY IN THE CARE QUALITY COMMISSION'S NATIONAL ADULT INPATIENT SURVEY

AWARDED MAINTAINING EXCELLENCE, THE HIGHEST LEVEL, OF THE BETTER HEALTH AT WORK AWARD AS WELL AS AMBASSADOR STATUS

RATED THE BEST IN CLASS OF ALL ACUTE AND COMMUNITY HOSPITAL TRUSTS IN THE LATEST NATIONAL STAFF SURVEY, SCORING TOP IN SIX OUT OF 10 DOMAINS

HEALTH SERVICE JOURNAL (HSJ) AWARDS 2020:

HIGHLY COMMENDED IN THE ACUTE OR SPECIALIST TRUST OF THE YEAR

COMMENDATION IN THE STAFF ENGAGEMENT AWARD

FIND YOUR PLACE CAMPAIGN, LED BY NORTHUMBRIA, WON THE NHS COMMUNICATIONS INITIATIVE OF THE YEAR

WON BEST CARBON REDUCTION CATEGORY AT THE INVESTORS IN THE ENVIRONMENT (IIE) AWARDS

ONE OF ONLY THREE ORGANISATIONS IN THE COUNTRY TO BE PART OF THE ACTIVE HOSPITALS PILOT TO PROMOTE PHYSICAL ACTIVITY

THE FIRST HEALTH ORGANISATION IN UK TO RECEIVE GOLD ACCREDITATION FOR CORPORATE SOCIAL RESPONSIBILITY.

RATED SECOND IN COUNTRY IN THE TOP 100 HOSPITALS HEALTH CHECK BY PUBLIC VIEW, WHICH COMPARED & RANKED THE LATEST PUBLISHED NHS DATA FOR 123 HOSPITALS

THE WORLD'S BEST HOSPITAL'S 2021 PRODUCED BY NEWSWEEK AND STATISTA INCLUDED FOUR NORTHUMBRIA HOSPITALS IN THE UK TOP 80 - WANSBECK, HEXHAM, NORTH TYNESIDE AND THE NORTHUMBRIA SPECIALIST EMERGENCY CARE HOSPITAL

OUR PERFORMANCE CONTINUED

Robust patient experience measurement

Our real-time measurement programme which involves face-to-face interviews with patients while they are still in hospital was, understandably, suspended during Covid-19, but we continued to rely on other approaches to capture patient experience in 2020. We were able to compare results during the pandemic and were reassured by a very strong performance. Using surveys to follow up our patients after care continues to be an excellent quality marker.

By routinely collecting feedback using Patient Perspective - an independent company approved by the Care Quality Commission - we have continued to understand the experiences of patients during the most challenging of times. Very few organisations nationally can do this.

This commitment to maintain our independent capture and analysis of patient experience across all hospital sites, has enabled us to provide regular 2020 data sets to governors, committees and Trust board for assurance purposes.

The crucial learning during 2020 would not have been possible without the readiness of patients and their families to share their experiences, and for this we are incredibly thankful.

Patient perspective 2020

Overall, the inpatient results for 2020 continue to be very good. The average score for care overall is 86.3% which is well within the top 20% of trusts. This rating of care was comparable with 2019 with no evidence of statistically significant decline.

Overall, 96% of patients rated their care as good, very good or excellent. Results for patients receiving day case care are better still, averaging 92.4%.

Outpatient results continue to be extremely good. All clinical specialties are in the national top 20% with 98% of patients rating their care as good, very good or excellent. The average score is 90.6%, which is almost a 1% increase from 2019. Northumbria continues to perform within the top 20% in England which is benchmarked at 85%. This performance is similar to 2019.

The patient experience in emergency care was also consistently strong throughout 2020. The overall score is 84.8%, and is comparable with the previous year's score of 84.1%. The top 20% score for England is 78% and above.

Finance

The Trust demonstrated very strong financial performance during a very difficult internal and external environment in 2020/21.

We recorded a surplus for the year of £7.4 million (2019/20 surplus £24.7million) before an exceptional item of fixed assets impairment of £18.8m (2019/20 fixed asset impairments - £11.2million).

This reflects the strength of financial management and efficiency in the Trust and 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 £178.0 million (£125.4 million in 2019/20).

The coming financial year is going to be challenging given the changing national financial regime and increased backlog in patients waiting for treatment.

The Trust has a plan to increase activity during 2021/22 and is focused on reducing waiting lists and supporting others.

It is important that the new financial regime is flexible in design in order to recognise those organisations which responded to the national requirement for increased elective activity during the coming year.



OUR FINANCES

Research & development

£2,294,000

Education & training

£15,062,000

Other income

£90,231,000

Charitable contributions to expenditure

£1,663,000

NHS income

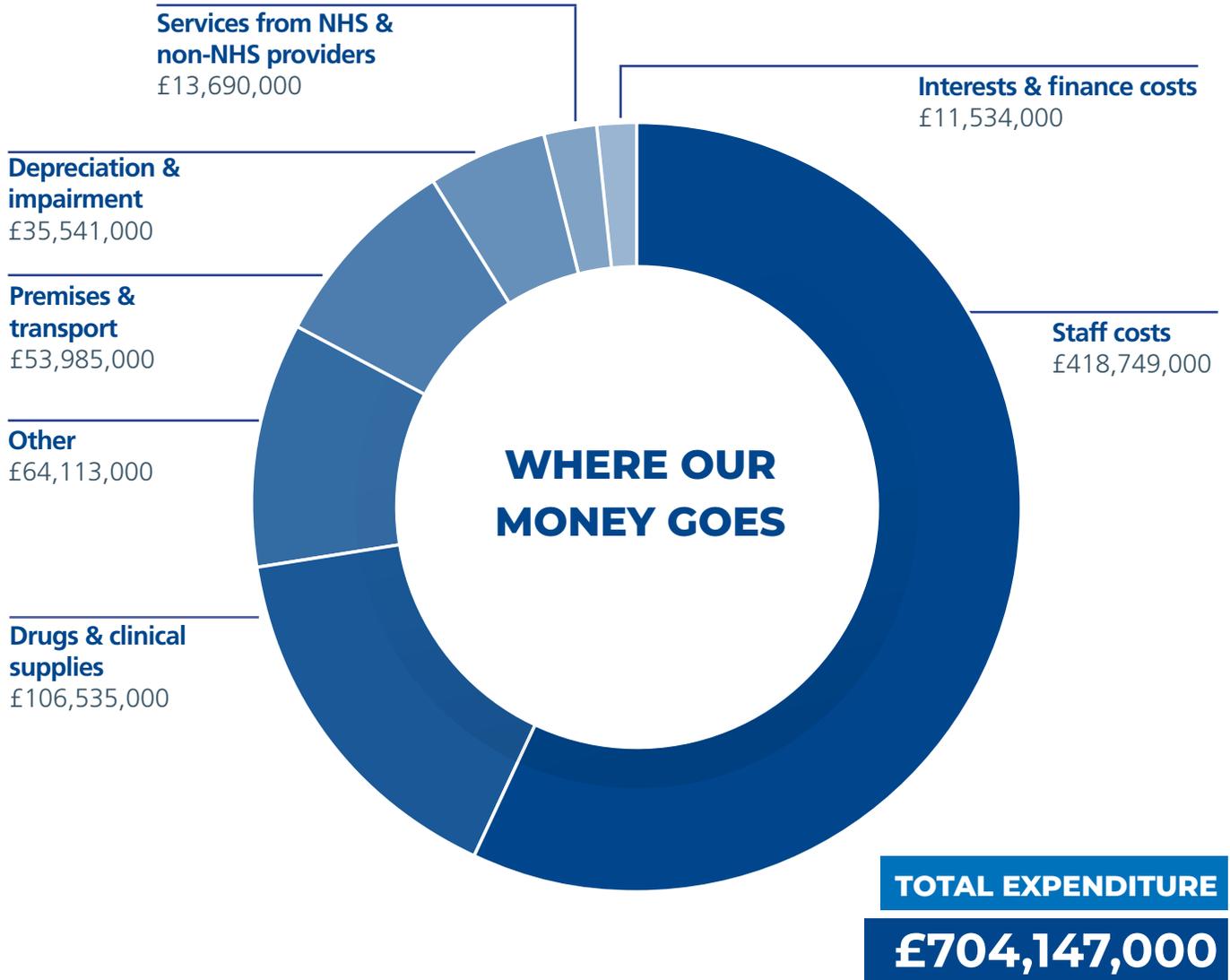
£583,572,000

**WHERE OUR
MONEY COMES
FROM**

TOTAL INCOME

£692,822,000

This is just a snapshot of our financial performance in 2020/21. To see a full copy of our annual report and accounts you can download it from www.northumbria.nhs.uk



OUR STAFF

Staff experience

Our real-time staff experience programme, introduced in 2018, has been further developed over the 2020/21 year.

Over the last year, we have seen a number of challenges which have had a direct impact upon staff across the NHS. As such, the Corona Voice surveys were launched to give the workforce a safe and effective mechanism for raising issues, voicing concerns or just sharing how they were feeling in real time. The surveys also allowed us to monitor the impact of the pandemic on Northumbria's workforce and inform the Trust's response, including a rapidly developing health and wellbeing strategy.

Staff engaged well with more than 10,000 responses in the first three months of the pandemic. Analysis of the feedback allowed rapid dissemination of key themes across the executive team. Staff motivation was tracked on a weekly basis, allowing us to identify where staff needed more support, ensuring any interventions were in line with the changing needs of staff.

The repeat of our September 2019 health and wellbeing survey gave the opportunity for comparison to the previous year's results to assess the impact of the pandemic.

Engagement was again good with 3,547 staff sharing their views and the results reassuringly showed staff experience matching 2019 levels despite the challenges of the year.

NHS Staff Survey

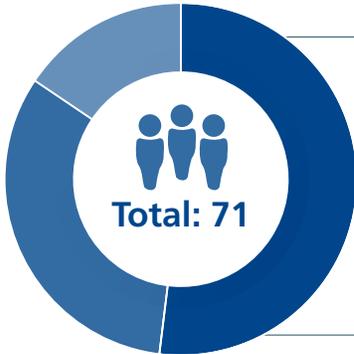
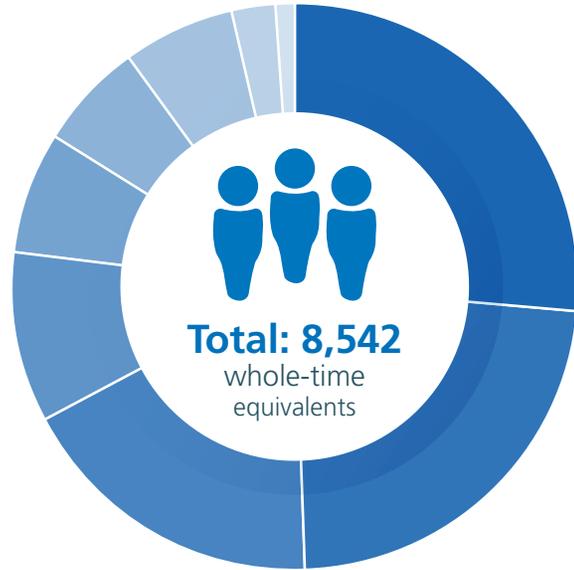
The National Staff Survey results were made public on March 11, 2021. Northumbria staff again engaged very well with the process, achieving an 80% response rate, the best in the NHS for the fifth year running.

Results are truly excellent – they align with our own internal measurement to show that high standards for staff experience have been maintained in 2020 despite the challenges of the coronavirus pandemic.

Northumbria achieved the highest scores nationally of all acute, acute and community, and acute specialist organisations. Scores for staff morale, staff engagement, and equality and diversity are the very best in the NHS.

Our staff are made up of the following groups:

- 1 Nursing and midwifery registered (2,328)
- 2 Administrative and clerical (2,123)
- 3 Additional clinical services (1,575)
- 4 Estates and ancillary (826)
- 5 Allied health professionals (572)
- 6 Medical and dental (482)
- 7 Additional prof scientific and technical (473)
- 8 Healthcare scientists (112)
- 9 Students (52)



Council of Governors

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

Our membership

Total: 15,986



OUR STAFF CONTINUED

Equality, diversity and inclusion

The Trust has an overarching Equality, Diversity and Inclusion Strategy that runs until March 2023, which contains our overall aims for improving equality and diversity in service delivery as well as in our employment practices.

Contained within the strategy are several objectives designed to help us deliver our vision to be a truly inclusive organisation. These objectives are reported on a regular basis through Trust governance structures and are publicised on the Trust website.

In addition, the Trust responds annually to the national staff survey results and completes a Workplace Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) along with action plans to address any inequitable staff feedback. Plus, the Trust's patient and staff experience teams conduct regular pulse surveys and are routinely collecting information on the experience of staff with protected characteristics compared with the broader staff experience.

We have developed a mentoring through lived experience programme to enable staff with protected characteristics to act as mentors to senior decision-makers and have implemented a series

of awareness programmes on equality, diversity and inclusion topics to increase cultural awareness among our staff.

We have engaged with staff network groups to support responses to issues identified in surveys and other reports to ensure our response reflects actual need. For example, we have produced an 'It's Not OK film' using our own BAME staff to demonstrate to patients that racial aggression is not tolerated in this Trust, as well as a series of public and staff-focused campaigns to demonstrate the value we place on diversity within our staff body.

We are conscious of some of the gaps in staff progression for some staff groups and have introduced initiatives or supported initiatives to improve access to development opportunities for our staff. For example, three of our BAME staff participated in the national Stepping Up programme with even more participating in the regional programme.

Furthermore, a number of our BAME nurses participated in the Florence Nightingale and Mary Seacole programmes. We have already begun to see progress in this area with a number of BAME staff seeking and gaining promotion.

We strive to support recruitment of staff with protected characteristics, pre the Covid-19 pandemic the Trust participated in a regional NHS recruitment event which targeted BAME communities.

Freedom to speak up

Staff within the Trust can speak up to their Freedom to Speak Up (FTSU) Guardian about any concern that they have. Staff have various methods to contact the Guardian to confidentially seek independent, impartial support and advice.

The FTSU process is adhered to by the Guardian, which provides structure and consistency when managing each case. Feedback is provided back to the individual/group who speaks up, and feedback back to Guardian when a case is closed.

There were 193 speak-ups in 2020/21, up from 162 the previous year, but the number of anonymous speak-ups remains low across the past two years as staff are encouraged to speak up within the organisation without the need for anonymity.

Throughout the Covid-19 pandemic, the Guardian increased visibility via alternative methods such as social media to ensure accessibility to staff was maintained.



OUR WORK

Our focus on the environment

We continue to invest in carbon reduction schemes and are still significantly ahead of our five-year plans, having completed a project which has seen every hospital having the majority of lighting provided by either LED or high-efficiency lighting.

We have also received a £19 million grant from the Public Sector Decarbonisation Scheme towards reducing the carbon emissions from North Tyneside General Hospital, with the aim to remove around 80% of the current emissions over the period of the project.

Despite a significant impact of Covid-19 on waste within the Trust, the waste reduction targets have been met with an overall reduction of more than 38%, while focus has now moved to include hard-to-recycle plastics which are now removed from the waste stream and sent as a resource via a re-manufacturing process.

Other highlights from 2020/21 include ongoing work on sustainable commuting and travel, and the Trust now has 79 electric vehicle charging spaces with at least two on each site, plus additional units are planned to be installed at our Cobalt offices. Video conferencing facilities were improved in order to reduce staff travelling between sites for meetings and increasing use of non-face-to-face appointments have resulted in a significant reduction in the amount of patient travel to and from our hospitals.

Our sustainable credentials and continued efforts were recognised through the Investors in the Environment and the Health Service Journal awards schemes in 2020.

Our partnership in Tanzania

Our long-standing partnership with Kilimanjaro Christian Medical Centre (KCMC) continued to progress during the year despite the impact of Covid-19. A team planned to fly out in March 2020 to deliver the national laparoscopic training course just as the first lockdown was announced and since then, all travel between partners has been suspended because of the pandemic.

Without the ability to travel to deliver training, the teams have maintained contact via Zoom meetings and WhatsApp messages and videos. The UK sent a short video compilation of individual messages from the teams to KCMC encouraging them to stay safe – ka salama.

The Antimicrobial Stewardship project continued and a number of alcohol gel dispensers were part of a large shipment donated to KCMC. The dispensers arrived in June 2020 and were installed very quickly on the wards. This was a very timely intervention due to the heightened focus on infection prevention and control as the first wave of coronavirus began to move around the world.

OUR SUBSIDIARIES

Highlights of Northumbria Healthcare Facilities Management Ltd:

- Providing support to the Trust through the pandemic to ensure that the estate was Covid-19 compliant as well as providing technical support to the NHS Nightingale Hospital North East.
- Opening a Personal Protective Equipment (PPE) manufacturing centre at Seaton Delaval, creating new jobs and delivering more than 2 million protective gowns to frontline staff across the NHS.
- Ongoing support on a number of strategic capital developments including new facilities at the Northumbria, the new hospital at Berwick, and refurbishments at Wansbeck and Cobalt Business Park.
- Providing specialist technical support and advice on a range of sustainability projects including developing a strategy to achieve net carbon zero.
- Providing ongoing consultancy support to a number of NHS Trusts to assist them in developing their individual plans for managing their estates.
- Providing total facilities management services at The Rutherford Centre, a new multi-million-pound cancer treatment centre in Northumberland.

Highlights of Northumbria Primary Care:

- Improving patient experience scores – on average, 97% of our patients would recommend our services to friends or family.
- Excellent staff feedback, whereby 96% of staff would recommend the organisation if a friend or relative needed treatment, and 96% of staff feel trusted to do their job.
- Significant improvement in our financial performance and position.
- All seven practices rated 'good' by the CQC (with Cramlington outstanding for well led).
- Continuing growth and expansion of the company through increased patient list sizes and commercial activity.
- Maintaining service delivery despite challenges of pandemic requiring new models, which have been embraced by staff and patients.





building a caring future

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