



At Northumbria Healthcare NHS Foundation Trust, we are committed to making continual improvements in the patient care we provide, delivering better facilities, shorter waiting times, new services, fewer cases of hospital-associated infections and ensuring that more people enjoy better outcomes from better treatment.

To achieve our ambition of moving to 'world-class', we have set out a clear plan of what needs to be done during the financial year 2010–11. These actions have come from us listening to both employees and patients and are set out overleaf under a number of key themes.

Northumbria Healthcare
NHS Foundation Trust **NHS**

A formula for
world-class
services for you...



OUR PRIORITIES 2010–11

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Our priorities for 2010–11

Deliver excellence in safety, quality and compliance

KEY THEMES

Exceed all the relevant standards

ACTIVITIES

Zero-tolerance on hospital-associated infections

+ We will continue to deliver excellent infection control practices to eradicate MRSA bacteraemia, Clostridium Difficile and surgical site infections.

Improve productivity

+ We will reduce the average length of stay in hospital and improve bed occupancy rates. We will also strive to reduce cancelled operations and enhance the ratio of 'new to review' appointments.

Faster access

+ We will make sure patients are seen within 16 weeks of being referred.

Commissioning for quality and innovation

- + We have to earn £4m each year by demonstrating specific improvements in certain areas. We have to:
- assess all patients for the risk of venous thromboembolism
 - improve patients' perceptions of our services
 - reduce the cases of people suffering from pressure ulcers
 - demonstrate compliance with the recognised end-of-life pathway
 - reduce the mortality rate associated with hip fractures
 - help pregnant women and mothers give up smoking and increase take-up of breastfeeding
 - reduce smoking amongst all patients
 - ensure we communicate with patients and GPs within one week of leaving hospital.

Sustainability

+ Our sustainability group will be working across the Trust to help us reduce our carbon footprint. We aim to achieve a 10% reduction by 2015 to comply with the NHS carbon reduction strategy.

KEY THEMES

Save lives and reduce harm

ACTIVITIES

Stroke services

+ During 2009, our stroke service operated in the top quarter of trusts in England. We aim to continue to improve so that 65% of our patients receive the national highest standards of care.

Improving our harm rate

+ To halve our harm rate by continuing to improve the quality of our care.

Reduce medicinal errors

+ We will reduce the risk of harm from medicines by ensuring compliance with policy and through effective medicines management on admission to and discharge from hospital.

Best practice nursing standards

+ We will introduce a performance scorecard at ward level to help staff evaluate and continually improve care standards.

Improving our mortality rate

+ We are in the top 25% of trusts in England for our low mortality rate and aim to be in the top 10% by 2013 by acting on lessons learned from case note reviews.

Communication between nurses

+ We will roll out a new and more effective communication system for nurses changing shifts on the wards to further enhance safety and quality of care across the Trust.

Training in communications and team working

+ We now provide training to support clinical teams to enhance their communications and team working skills.

High maternity standard

+ We will aim to attain NHS Level 3 of the clinical negligence standards for trusts. This is the highest national standard.

KEY THEMES

Develop our people

ACTIVITIES

E-rostering

+ We have identified the need for more consistent practice in the rostering of our employees, particularly those in front-line services. We will pilot an electronic system to automate rostering.

Staff survey

+ We have run focus groups to ensure that the action plans produced from the results of the staff survey are as effective as possible. Issues identified in the survey included:

- improving working relationships and support within teams and providing a mediation service where necessary
- increasing the quality of appraisals
- continuing the zero-tolerance of bullying and harassment from patients and relatives.

Improving our appraisal rate

+ We aim to ensure 80% of our employees have an appraisal and we will continue to roll-out E-KSF, a computer-based appraisal system.

Improving sickness and absence levels

+ We will continue to further reduce the number of employees who are absent from work. We aim to decrease our sickness absence figures from over 5% to 4.5%.

Customer care programme

+ We will continue this programme and ensure that all employees attend. A follow-up session is also being developed to make sure that changes in the way we care for our patients and service users are clearly explained.

Increasing attendance at statutory and mandatory training

+ We aim to ensure 80% of our employees complete their statutory and mandatory training which will place us in the top quarter of trusts in the country.

Provide excellent patient-centred services

KEY THEMES

Improve patient satisfaction

ACTIVITIES

90% of patients already rate our services as very good. We aim to increase this to 95%.

Better information

+ Through a new central information service, we will introduce highly visible and accessible information for patients, families and carers at all of our sites so that people can easily find what they need to know by telephone, on-line, in print or in person.

New outpatient standard

+ Patients have told us they don't want to wait as long. We will set an ambitious standard of seeing patients within 15 minutes of their booked appointment time.

Meeting patients' needs

+ Most patients receive excellent care most of the time. Some patients wish us to continue to improve in order to meet their communication needs particularly around their worries and fears and their understanding of medication. We will work with clinical teams to ensure a more positive experience for patients.

Making it a better experience

+ We are working with patients and staff to find out how we can make the patients' experiences even better. A programme of consultation and training will start in 2010, focusing on communication with patients and families and understanding how we can better meet patients' expectations.

Deliver world-class quality healthcare

KEY THEMES

Innovation

ACTIVITIES

These are significant capital investments (£200m) which by their nature will take longer to be implemented. In the next few years we plan to:

Build a new specialist emergency care hospital

+ During 2010–11, the emphasis will be on the design of the new hospital. We will also monitor our emergency care standards in order to evaluate the improvement from 2013.

Reprovide services in Morpeth

+ We will increase the number of outpatient clinics and diagnostic services provided locally through the development of a new NHS Centre in Morpeth, working with NHS North of Tyne.

Rebuild Berwick Infirmary

+ We continue our plans to build a new hospital for Berwick, engaging with employees and members of the public on the way.

Haltwhistle War Memorial Hospital

+ We will produce a business case for the development of services provided at the hospital.

Single view of electronic patient record

+ A 'single view' of the existing electronic clinical records will go live in 2010 making all electronic information available in one place.

Information Management Technology

+ We are investing in our infrastructure to comply with current best practice standards. We are working to secure our new Patient Administration System (PAS) by 2012.

Our aim is to maintain an excellent financial performance by being more efficient and productive and maintaining our ten-year investment plan to improve our hospitals.