



# Summary Annual Plan

2011/2012

Shining a light on the future





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# Introduction

This Annual Plan sets out how we intend to take Northumberland, Tyne and Wear NHS Foundation Trust (NTW) forward over the next year.

The Annual Plan builds on our Integrated Business Plan 2009-2014, a summary of which is published on our web site: [www.ntw.nhs.uk](http://www.ntw.nhs.uk).

Our Council of Governors (page 11) have contributed to this Annual Plan helping us shape our direction of travel through constructive challenge of key aspects and we thank them for their contribution.

We are already a successful Foundation Trust and have made excellent progress against our original Integrated Business Plan. We know that we need to move further and faster to meet the challenging environment ahead and ensure we deliver services that are fit for purpose and recognised as excellent by GPs, other commissioners, partners in care delivery, and above all, patients and their carers.

Our priorities over the next year include:

- Continuing to progress the service developments identified in our Integrated Business Plan;
- Continually improving the quality of our services including achieving our Quality Priorities for 2011/12;
- Working with Local Authorities ,Primary Care Trusts ,GP commissioners and other partners to develop new and improved ways of providing care;

- Progressing our Next Steps service transformation programme which we have set up to help us to shape our organisation and the way we deliver our services around the needs of our patients, and those people and organisations that support them.
- We will work with our partners on a Trust wide Service Model Review to radically change and improve the way we provide services;
- Implement our new Business Model Review. This will enable us to manage our services in a way which is centred around providing patient care based on need and is more easily understood by those who use and commission our services. We are confident that by focusing our efforts and resources on providing services around our patients' needs our plans put us in a strong position to meet the challenges that lie ahead.

Our priorities are outlined in more detail in this Annual Plan which covers all aspects of our business and we do hope you enjoy finding out about our plans for 2011/12

**Jules Preston MBE**  
Chairman



**Dr Gillian Fairfield**  
Chief Executive



# About us

Northumberland, Tyne and Wear NHS Foundation Trust provides Mental Health, Learning Disability and Neuro-rehabilitation Services to a population of 1.4 million people across the Northumberland, Tyne and Wear area. We are one of the largest mental health and disability organisations in the country with an income of approximately £300 million. We employ around 6,500 staff, operate from over 160 sites and provide a range of comprehensive services including some regional and national services.

We support people in the communities of Northumberland, Newcastle, North Tyneside, Gateshead, South Tyneside and Sunderland working with a range of partners to deliver care and support to people in their own homes and from community and hospital based premises.

Our main hospital sites are:

- Northgate Hospital, Morpeth;
- St. George's Park, Morpeth;
- Walkergate Park, Newcastle upon Tyne;
- St. Nicholas Hospital, Newcastle upon Tyne;
- Prudhoe Hospital
- Monkwearmouth Hospital, Sunderland;
- Cherry Knowle Hospital, Sunderland;



Northgate Hospital ①



St George's Park ②



Walkergate Park ③



St Nicholas Hospital ④



Prudhoe Hospital ⑤



Monkwearmouth Hospital ⑥



Cherry Knowle Hospital ⑦



Scotland

Berwick upon Tweed

Coldstream

Jedburgh

Alnwick

Rothbury

1

2

Ashington

Morpeth

Blyth

Cramlington

Tynemouth

Newcastle upon Tyne

North Shields

South Shields

Gateshead

Hexham

5

Prudhoe

6

Sunderland

7

Washington

Seaham

Houghton-le-Spring

Haltwhistle

Alston

Durham

Durham

Wearhead

Consett

Chester-le-Street

Northumbria

# Our Vision, Values and Priorities

Our vision, values and priorities have been developed through wide involvement and consultation with patients, carers, staff and partners. Our vision as an organisation is to:

‘ Improve the well-being of everyone we serve through delivering services that match the best in the world. ’





## **We will do this by:**

- Modernising and reforming services, in line with local and national strategies and the needs of individuals and communities; providing first class care in first class environments;
- Maximising the benefits of NHS Foundation Trust status and being a sustainable and consistently high performing organisation;
- Supporting the provision and development of high quality services by being a model employer, an employer of choice, and making the best use of the talents of all of our workforce;
- Fully embracing and supporting service user, carer, staff and public involvement, including our membership in all aspects of our work;
- Providing high quality evidence-based and safe services supported by effective integrated governance arrangements;
- Improving clinical and management decision making through the provision and development of effective information;
- Being an influential organisation that supports and enables social inclusion.

## **Our plans are also in line with the NHS Constitution, which is based around seven key principles:**

- The NHS provides free health care to all;
- Access to NHS services is based on clinical need, not an individual's ability to pay;
- The NHS aspires to the highest standards of excellence and professionalism;
- NHS services must reflect the needs and preferences of patients, their families, and their carers;
- The NHS works across organisational boundaries and in partnership with other organisations in the interests of patients, local communities, and the wider population;
- The NHS is committed to providing best value for taxpayers' money and the most effective, fair and sustainable use of finite resources;
- The NHS is accountable to the public, communities and the patients that it serves.

## **Our values underpin all we do. We:**

- Put people who use our services and their carers at the centre of everything we do;
- Treat people who use our services and carers with respect and dignity;
- Support and respect our staff, encourage their development, acknowledge their expertise, and value their role;
- Always look to do things better – encouraging and valuing improvement and innovation;
- Promote effective team and partnership working;
- Show trust, having integrity, and be honest, open and transparent in all we do;
- Embrace diversity;
- Listen to the views of others.

# Improving the quality of our services

Providing good quality services for people who need our care is a top priority for NTW. Using feedback from complaints, compliments and serious untoward incidents, and from discussions with service users and carers, governors and partner organisations we have identified three overarching quality goals based on safety, patient experience and clinical effectiveness.

During 2010/11 we worked with key stakeholders, including the Council of Governors and commissioners to identify our key quality improvement themes for the coming year. We also looked at the feedback we had received on our services from patients and carers through national and local questionnaires and focused group work. This work helped us to identify our Quality Priorities for 2011/12. These include:

## Quality Goal One

Reduce incidents of harm to patients;

- Improving clinical practice relating to supporting and safeguarding patients who are on leave from hospital.

## Quality Goal Two

Improve the way we relate to patients and carers;

- Improving the availability and variety of activities available to patients when they are in hospital;
- Improving the way we involve patients in their own care plans;
- Rolling out the Trust patient and carer feedback process, "Points of You" across the Trust's services;
- Improving the quality and timing of meals and provide greater choice;
- Improving waiting times for referrals to multidisciplinary teams.

### Quality Goal Three

Ensure the right services are in the right place at the right time for the right person.

- Improving access to services for adults in crisis;
- Continuing to play a leading part in the Care Pathways and Packages Project which is helping us understand the needs of the people who use our services, the services we provide to them, and the outcomes that we achieve. This work is part of our Next Steps service transformation programme.

We will monitor and report to our Board of Directors and Council of Governors on the progress we make on meeting these priorities over the year and publish the results in our Quality Account for 2011/12.

These Quality Goals and the many improvements we have made to date are featured in our Quality Account for 2010/11 which is published on our web site: [www.nth.nhs.uk](http://www.nth.nhs.uk).

# Our key priorities in the next year

In the coming year we will continue to progress the service developments and improvements set out in our Integrated Business Plan 2009-2014.

## **We will improve Working Age Adult services by:**

- Progressing the transfer of the services currently provided from inappropriate accommodation in Ward 21 at North Tyneside General Hospital to St. George's Park in Morpeth;
- Modernising community services;
- Developing a Business Case and secure approvals for the reprovision of Cherry Knowle Hospital;
- Securing approvals for the transfer of residential care services for working age adults living in Northumberland to alternative providers and support the commissioners in the transfer of each individuals' care to the new provider.

## **We will improve services for Older People by:**

- Establishing a "centre of excellence" for complex care services at Wearmouth View, Monkwearmouth Hospital and refocus challenging behaviour services on Sycamore, Cherry Knowle Hospital;
- Providing more specialised and individualised Day Hospital Services for those living in Sunderland and South Tyneside;
- Working with partners to develop and agree a new model for the provision of inpatient services in Northumberland.

### **We will improve Forensic services by:**

- Progressing the development of a new low secure learning disability inpatient unit for men at Northgate Hospital.

### **We will improve Children and Young People's services by:**

- Opening the Ferndene development at Prudhoe Hospital which will bring together specialist Child and Adolescent Mental Health and Learning Disability Services.
- Providing a new Child and Adolescent Mental Health Intensive Community Treatment Service North of Tyne.

### **We will improve services for people with a learning disability by:**

- Continuing to work with commissioners to refocus social and residential services on those with the most complex needs. This will include continuing to transfer some services to alternative providers;
- Completing the campus closure programme, a national initiative, so that the two remaining identified individuals are discharged from hospital to the most appropriate services;
- Developing a full business case for the development of a purpose built assessment and treatment unit for people with Autism.

**We will also make progress towards achieving our other strategic aims:**

**Be a sustainable and consistently high performing organisation.**

Our priorities in the coming year include:

### **Progressing our Service Model Review**

During 2010/11, we set up our Service Model Review, which brought together expert clinicians from across the Trust to work across the organisation to develop our vision for future delivery of services and ensure that our services are designed around patients needs. This work involved a whole system review, within an environment where we are looking to increase quality while significantly reducing cost in meeting current demand.

This work has looked at how we should look to develop the whole system of care with our partners:

- by making it easy to access our services,
- by ensuring we assess people's needs quickly
- by ensuring that we then support them to get the right care to meet those needs
- by offering better support and maintenance to allow people to be cared for in the least restrictive environment for them
- and by managing effective discharge and step-down.

We aim to develop a service which enables people to lead the best possible lives that they can, with the right support when they need it, and only when they need it. We expect this to significantly reduce our reliance on in-patient beds, but ensure that when people do need to be cared for as an in-patient, it is the best possible care in an environment that promotes recovery.

The service model will continue to be developed in 2011 as we continue discussions with GPs, partners, staff, and our service users and their carers. The delivery of the transformation of our services inherent within the Service Model Review will be at the heart of our strategy going forward. Our aims of delivering real improvements in quality with reduced resources are entirely dependent on us designing our services around our patients.

### **Implementing our Business Model Review**

We have designed the new business model with the aim of ensuring that the Trust is best positioned to meet future challenges, and deliver the service transformation that we have described above.

The key aspects of the new business model are to:

- Move from five operational directorates to three groups: urgent care, planned care; and specialist services.
- Increase clinical leadership and decision making.
- Improve professional leadership models.
- Ensure corporate support functions are designed to meet the needs of our front line services, and the organisation as a whole
- Reduce our management costs and bureaucracy to maximise the resources we have available for front line patient care.

We have taken this decision to ensure that NTW is fit for the future and can not only respond to the current context of the NHS but can act to make sure we really drive forward the quality of care for our patients, maintaining excellent services and improving those that fall short of the standards we expect.

We have consulted on the proposals and the new business model will be in place by June 2011.



## **Working with Local Authorities, Primary Care Trusts, GP Commissioners and other partners to develop new and improved ways of providing care;**

Local Authorities, Primary Care Trusts, commissioners and our partners are also working in a challenging environment. We need to improve the way we work together and develop new partnerships to support exciting, new ways of providing services which will meet the needs of the people in the areas we serve, now and in the future.

During the coming year we will therefore be working with Local Authorities, Primary Care Trusts, GP Commissioners and other partners to develop new and improved ways of providing care.

We have also implemented Customer Relationship Management with all of our partners.

## **Continually improve on our performance against national and local targets set for quality and financial performance.**

The key aspects of the new business model are to:

- Maintain effective governance and performance managements through the Business Model Review.
- Maintain unconditional registration with the Care Quality Commission.
- Achieve our Commissioning for Quality and Innovation (CQUIN) targets.
- Maintain a level 4 risk rating.

## **Be a Model Employer**

Our priorities in the coming year include:

- Providing a Leadership Programme in partnership with Keele University to support the Business Model Review and put clinical decision making at the heart of leadership;
- Developing and providing Training and Development Programmes to support the implementation of the Service Model Review;

- Ensuring all staff have an Appraisal and agreed Personal Development Plan;
- Achieving improvements in the provision of and attendance at clinical training;
- Achieving improvements in the attendance at essential training;
- Reducing our sickness and absence figures to 5%;
- Improving the percentage of staff reporting via the national NHS staff survey good communication between senior management and staff;
- Implementing and monitoring the delivery of the Trust's Workforce Plan in line with the service development plans, Business Model Review and Service Model Review.

## Fully embrace and support service user, carer, staff and public involvement

Our priorities in the coming year include:

- Working with the Council of Governors membership sub group supporting them in achieving quality engagement with members and improving service user and carer membership;
- Progressing elections, as required, to fill vacant seats on our Council of Governors;
- Supporting the ongoing development of a cohesive and well informed Council of Governors including joint engagement sessions with the Board of Directors and Senior Management Team;
- Working with the Council of Governors on the development of the Trust's Annual Plan and Quality Priorities for 2012/13;
- Reviewing the Trust's Communication Strategy with the aim of improving communications.

## Provide high quality evidence based and safe services

Our priorities in the coming year include:

- Reviewing the Trust's Governance arrangements, as a part of the Business Model Review, to ensure the continued provision of high quality evidence based and safe services;
- Achieving our 2011/12 Quality Priorities (page 11);
- Developing our Quality Accounts 2011/12 for the Trust;
- Monitoring performance against all targets and national requirements using the Trust's governance and performance management structures and processes;
- Maintaining unconditional registration with the Care Quality Commission;
- Progressing the Service Model Review, which is evidence based;
- Investing in ward environments ,ward staffing and safeguarding arrangements ensuring that we can continue to deliver safe, high quality services.

## Improve clinical management decision making through the provision and development of effective information

Our priorities in the coming year include:

- Delivering the Trust's Informatics Strategy, including the upgrading of the single clinical system (RiO);
- Continuing the development of Service Line reporting linked to the Clinical Dashboard project;
- Improving mobile access to RiO enabling clinical staff to access information whenever they need to;
- Continuing to support the national development of payment by results in mental health services through the Care Pathways and Packages Project;
- Maintaining compliance with the national Information Governance Toolkit demonstrating that our systems and processes safeguard confidential information.

## Be an influential organisation which supports and enables social inclusion

Our priorities in the coming year include:

- Monitoring and report upon the achievement of the goals set out in the Trust's Single Equality Scheme;
- Continuing to promote and enable the employment of people with disabilities ,learning disabilities and mental health problems;
- Continuing to develop partnership working to achieve high standards of governance in working arrangements;
- Working with Local Authorities, Primary Care Trusts, GP commissioners and other partners to develop new and improved ways of providing care;
- Implementing Customer Relationship Management with all of our partners.

# Operational and Financial Effectiveness

The challenging environment in which we and our partners are now working requires us to work together further and faster to radically change and improve the way we provide services.

We firmly believe that by focusing our efforts and resources on providing services around patients' needs our plans put us in a strong position to meet the challenges that lie ahead.

**The following are our operational and financial priorities for the coming year:**

- Progressing our Next Steps service transformation programme which put simply will improve the way we provide care. As a part of this work we will work with our partners on a Trust wide Service Model Review to radically change and improve the way we provide services;
- Continuing to play a leading role in the national Care Pathways and Packages Project , which is intended to give us the information we need to help us to design our services around our patients' needs;
- Implementing our Business Model Review ensuring that we are best positioned to meet the challenge of making real improvements in quality with reduced resources through the redesign of services;
- Continuing to identify plans to increase productivity and the effective use of resources from reviews of current service pathway arrangements and through our Lean approach to service improvement;
- Achieving our Commissioning for Quality Innovation (CQUIN) targets;
- Continuing to develop plans to reduce the size of the estate from which we operate, in line with proposed service models, as accommodation is an expensive resource;
- Continuing the development of new roles and ways of working to make more efficient use of highly skilled clinical staff.

# Financial Plans

The Trust's financial plans are based on maintaining the Trust as a high performing and sustainable organisation while delivering quality improvement.

## The priorities in our financial plans include:

- Continuing to deliver an income and expenditure surplus of in the order of £6 million over the next three years;
- Investing £1.7 million to ensure we can provide a high quality consistent workforce across all of our inpatient wards;
- Investing £400,000 in improving the environments we provide care from and £350,000 in strengthening our Safeguarding Team and safeguarding children and adults;
- Investing £800,000 in clinical leadership and training to support the development of clinical leaders putting them at the heart of our decision making;
- Delivering the Trust's cost improvement programme in 2011/12 generating savings of £11.8 million;
- Continuing to invest in the improvement and development of facilities used by our clinical services. Planned spend over the year is £21.4 million, including money to complete the Ferndene development at Prudhoe Hospital and support the construction of a new low secure learning disability inpatient unit for men at Northgate Hospital;
- Continuing to maximise the money achieved from the sale of our surplus estate as we will use this to continue to improve and develop facilities used by our clinical services.

# The Board of Directors

Northumberland, Tyne and Wear NHS Foundation Trust's Board of Directors is collectively responsible for the exercise and the performance of the Trust.



**Jules Preston**  
Trust Chairman



**Dr Gillian Fairfield**  
Chief Executive

## Executive Directors



**James Duncan**  
Executive Director of Finance  
and Deputy Chief Executive



**Suresh Joseph**  
Executive Medical Director



**Elizabeth Latham**  
Executive Director of Workforce  
and Organisational Development



**Gary O'Hare**  
Executive Director of Nursing  
and Operations



**Lisa Quinn**  
Executive Director of Performance  
and Assurance

## Non-Executive Directors



**Anne Ward Platt**  
Deputy Chairman, Vice Chair



**Judith Curry**  
Non-Executive Director



**Ken Grey**  
Non-Executive Director  
Senior Independent Director



**Paul McEldon**  
Non-Executive Director  
Chair of Audit Committee



**Fiona Standfield**  
Non-Executive Director



**Chris Watson**  
Non-Executive Director

# Our Council of Governors

We have worked with our Council of Governors on the Trust's service development plans, as part of the development of this Annual Plan having initially discussed with them the areas they wanted to be involved in and how they wished to be involved.

Their contributions have helped shape the direction of travel described in this Annual Plan through constructive challenge.

Our Council of Governors have also been actively involved in the development of the Trust's Quality Priorities and have also led on the development of the Trust's Membership Strategy.

## Carers' Governors



**Ann Clark**  
Adult Services



**Norman Hildrew**  
Adult Services



**Janet Fraser**  
Children and Young People's Services



**George Hardy**  
Learning Disability Services



**Richard Tomlin**  
Neuro Disability Services



**Anneva Spark**  
Older People's Services

## Service Users' Governors



**Alisdair Cameron**  
Adult Services



**Elizabeth Jewitt**  
Adult Services



**Andrew Davidson**  
Learning Disability Services



**Russell Bowman**  
Neuro Disability Services



**Marian Moore**  
Older People's Services



**Sophie Woods**  
Children and Young People's Services



## Public Governors



**Thomas Bentley**  
Gateshead



**Oliver Wood**  
Newcastle



**Margaret Chambers**  
North Tyneside



**Clare Mills**  
Northumberland



**Jeanette Telfer**  
South Tyneside



**Jane Hall**  
Sunderland

## Local Authority Governors



**Mary Foy**  
Gateshead Council



**Liz Langfield**  
Newcastle City Council



**Dave Allan**  
Sunderland City Council



**- Vacant**  
Northumberland County Council

## Staff Governors



**Nigel Atkinson**  
Clinical



**Paul Veitch**  
Clinical



**Alan Currie**  
Medical



**Billy Anderson**  
Non Clinical



**Keeley Brickle**  
Non Clinical

## PCT Governors



**Dave Willis**  
North Tyneside



**Patricia Harle**  
Sunderland Teaching PCT

## University Governor



**Barry Hirst**  
Newcastle University

## Community and Voluntary Sector Governor



**Brendan Hill**  
Community and Voluntary Sector –  
Voluntary Organisations Network  
North East (VONNE)

# Conclusion

We hope this Summary Annual Plan has given you a useful insight into the work we will be progressing in the coming year.

We are proud of our record of developing and improving services whilst at the same time maintaining financial stability.

The coming year will be a challenging one for everyone in health and social care but we firmly believe that by focusing our efforts and resources on providing services around patients' needs our plans put us in a strong position to meet the challenges that lie ahead.

## For further information

This Summary Annual Plan is available on our web site at [www.ntw.nhs.uk](http://www.ntw.nhs.uk).

If you would like more information about any of the issues covered in this summary please contact:

The Communications Team  
St. Nicholas Hospital  
Jubilee Road  
Gosforth  
Newcastle upon Tyne  
NE3 3XT

If you would like more information on becoming a Member or our Council of Governors please contact our FT office on 0191 2232468 or email [governors@ntw.nhs.uk](mailto:governors@ntw.nhs.uk)



[www.ntw.nhs.uk](http://www.ntw.nhs.uk)

