



Summary Annual Plan

2012/2013

Shining a light on the future



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Introduction

This document is a Summary of our Annual Plan which sets out how we intend to take Northumberland, Tyne and Wear NHS Foundation Trust (NTW) forward over the next year.

A full copy of our Annual Plan is published on our website: www.ntw.nhs.uk and on Monitor's website: www.monitor-nhsft.gov.uk. Monitor are the independent regulator of NHS Foundation Trusts.

The Annual Plan builds on our original Integrated Business Plan 2009-2014, a summary of which is published on our web site: www.ntw.nhs.uk.

Our Council of Governors (page 31) contributed to the development of our Annual Plan helping us shape our direction of travel through constructive challenge of key aspects and we would like to take this opportunity to thank them for their contribution.

We are already a successful Foundation Trust and have made excellent progress against our original Integrated Business Plan. During 2011/12 we reviewed our Integrated Business Plan as we know that we need to move faster than ever in order 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, their carers and our staff.

Our revised Integrated Business Plan was developed taking into account the Trust's Service Model Review, which we carried out in consultation with our partners. The new service model resulted in our 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.

Our priorities over the next year include:

- Continually improving the quality of our services, including achieving our Quality Priorities for 2012/13;
- Progressing our Service Transformation Programme;
- Progressing the PRiDE development, including the re-provision of Cherry Knowle Hospital;
- Implementing our Workforce and Leadership Strategy linked to the transformation of services and care pathways and packages;
- Continuing to be a sustainable and consistently high performing organisation, meeting targets and maintaining unconditional registration with the Care Quality Commission (CQC).

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 2012/13.

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 over 6,000 staff, operate from over 100 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;
- Ferndene, Prudhoe;
- Monkwearmouth Hospital, Sunderland;
- Cherry Knowle Hospital, Sunderland;



Northgate Hospital ①



St George's Park ②



Walkergate Park ③



St Nicholas Hospital ④



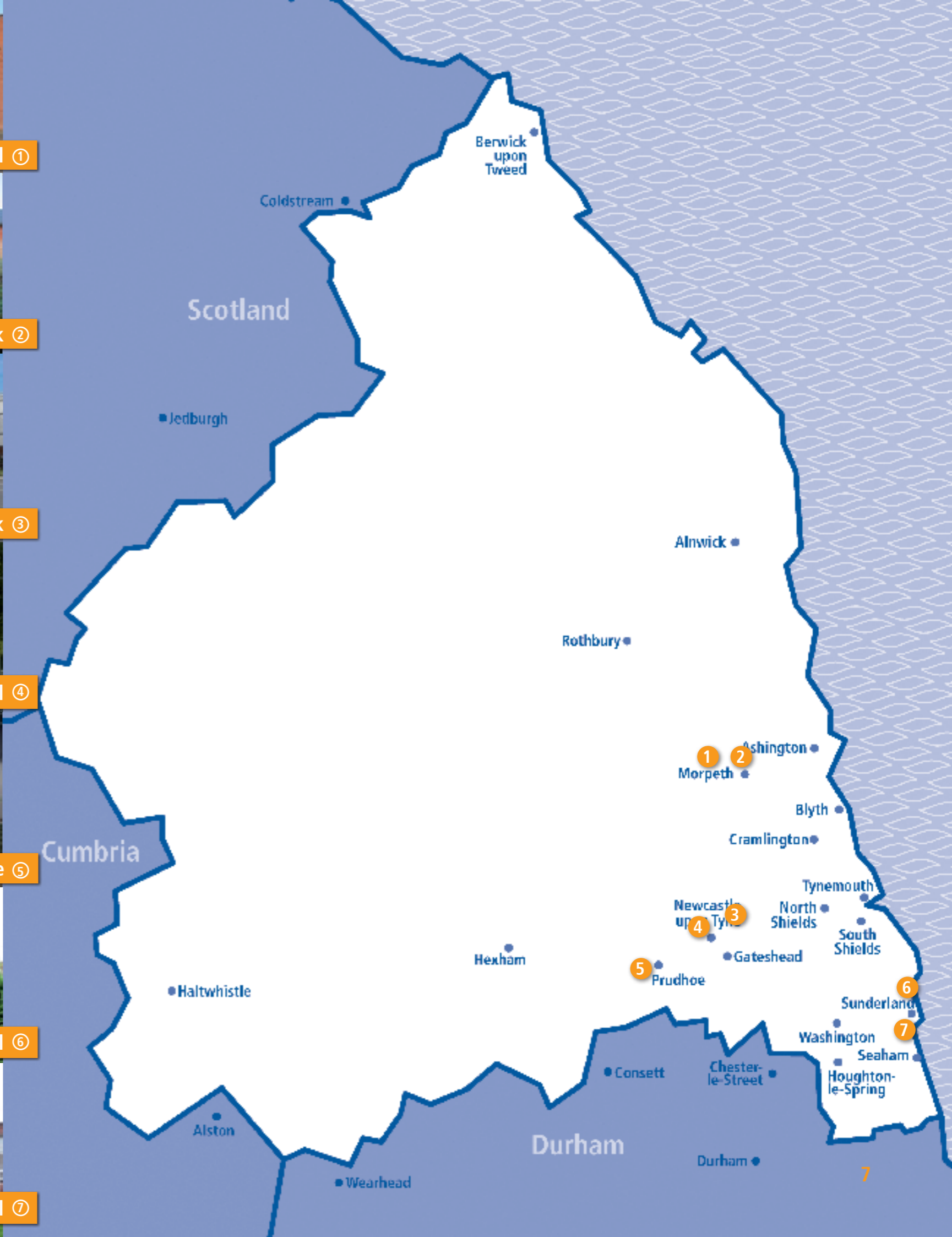
Ferndene, Prudhoe ⑤



Monkwearmouth Hospital ⑥



Cherry Knowle Hospital ⑦



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.

Our Quality Priorities

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

Our Quality Goals are:

Quality Goal One

Reduce incidents of harm to patients;

Quality Goal Two

Improve the way we relate to patients and carers;

Quality Goal Three

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

These Quality Goals and the many improvements we have made to date are featured in our Quality Account for 2011/12 which is published on our web site: www.ntw.nhs.uk.

During 2011/12 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 2012/13.



Our Quality Priorities include:

Quality Goal One

Reduce incidents of harm to patients;

- Ensure all staff are trained in leave management;
- Patients on Care Programme Approach (CPA) to have a Risk Assessment and Care Plan Review a minimum of every six months;
- Ensure GPs receive care plan information within 7 days of a review;
- Ensure GPs receive discharge summaries within 24 hours of discharge;
- Improve the quality of transitions of care from inpatient units to community services, improving the links with community teams throughout the admission and ensuring joint involvement in discharge planning.

Quality Goal Two

Improve the way we relate to patients and carers;

- Improve the availability and variety of activities available to patients when they are in hospital;
- Roll out the Trust's patient and carer feedback evaluation system, "Points of You" across all of the Trust's services;
- Provide greater choice and improve the quality and timing of meals in inpatient areas;
- Improve waiting times for referrals to multidisciplinary teams;
- Reduce the proportion of patient complaints received relating to the attitude of staff, putting measures in place to identify good practice and highlighting training needs.

Quality Goal Three

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

- Enhance the quality of care in inpatient units and develop fit for purpose community teams.

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 2012/13.

Our Key Service Development Priorities in the Next Year

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 the 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 explored 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 want 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.

In July 2011 the Board of Directors accepted the recommendations from the Service Model Review and established the Trust's Transforming Services Programme to implement the new service model.

In the coming year we will progress the implementation of the Transforming Services Programme including, where required, consulting key stakeholders on the proposals.

Subject to the outcome of consultation, where required, this work will include:

Transforming Services- Access Project

- We launched, in April 2012, an Initial Response Team Pilot and Universal Crisis and Home Based Treatment Team in Sunderland to improve the quality of services for patients by providing better access and a quick initial response. We will look to roll out this work across NTW;
- Working with the North East Ambulance Service on the development of a Trust wide Initial Response Team giving access to urgent mental health services through the NHS 111 service.

Whole Systems Pilots

- Working with our partners from Primary Care, other specialist providers from the public and private sector, Local Authorities and the third sector to improve the way we all work together and contribute to every stage of the patient's journey.

We will initially focus this work on a pilot in Sunderland. In Newcastle we will carry out a scoping exercise and develop an information hub to support a pilot in 2013/14.

Transforming Community Services

- Working with our staff who support people in the community, we will help them to free up more of their clinical time through the use of mobile technology and new ways of working.

This will create more capacity and capability in our community services in order that patients can be better supported and avoid or delay admission to hospital. Those that are in hospital can also be discharged earlier receiving higher quality care in the community.

- New care pathways will be developed to improve the quality of care for all of those that use our community services. The detailed design of these will be informed by the Care Pathways Programme and the national care pathways and packages initiative.

Transforming Inpatient Services

- In view of the provision of improved community, access and initial response services we will review the use and the reliance on inpatient services for adults who require mental health services and learning disability services. This will allow us to ensure that those inpatient services that continue to be provided are of the highest quality.



- We will provide an improved patient experience by providing additional staff, access to a better range of clinical support and an improved environment.

The Stepped Care Pathway in Gateshead and Northumberland

- We will ensure that the services will provide more intensive support with a focus on recovery within a community setting. This community provision will be supported by a community rehabilitation transitions team.

Learning Disability Services North of Tyne

- We will provide “person centred” care based around individual need with services being provided as close to home as possible and unnecessary admissions to hospital avoided. When treatment is completed patients will not stay in hospital for longer than necessary and they will be supported in the community.

The Secondary Care Pathway in Newcastle

- We will provide an improved patient experience and improved outcomes by providing additional staff, access to a better range of clinical support and an improved environment.

Expansion of hospital based liaison

- We will develop and agree a trust wide model for liaison services and develop and expand these services within Sunderland, South Tyneside, Newcastle and Northumberland, in partnership with our neighbouring Foundation Trusts.

Transforming Specialist Services

Our Specialist Services account for around one third of NTW’s business and are important to both patients and the Trust. They also provide a level of specialist knowledge and expertise that support and enhance all of the

Trust’s mainstream services. These Specialist Services must however be of a high quality and sustainable in the long term.

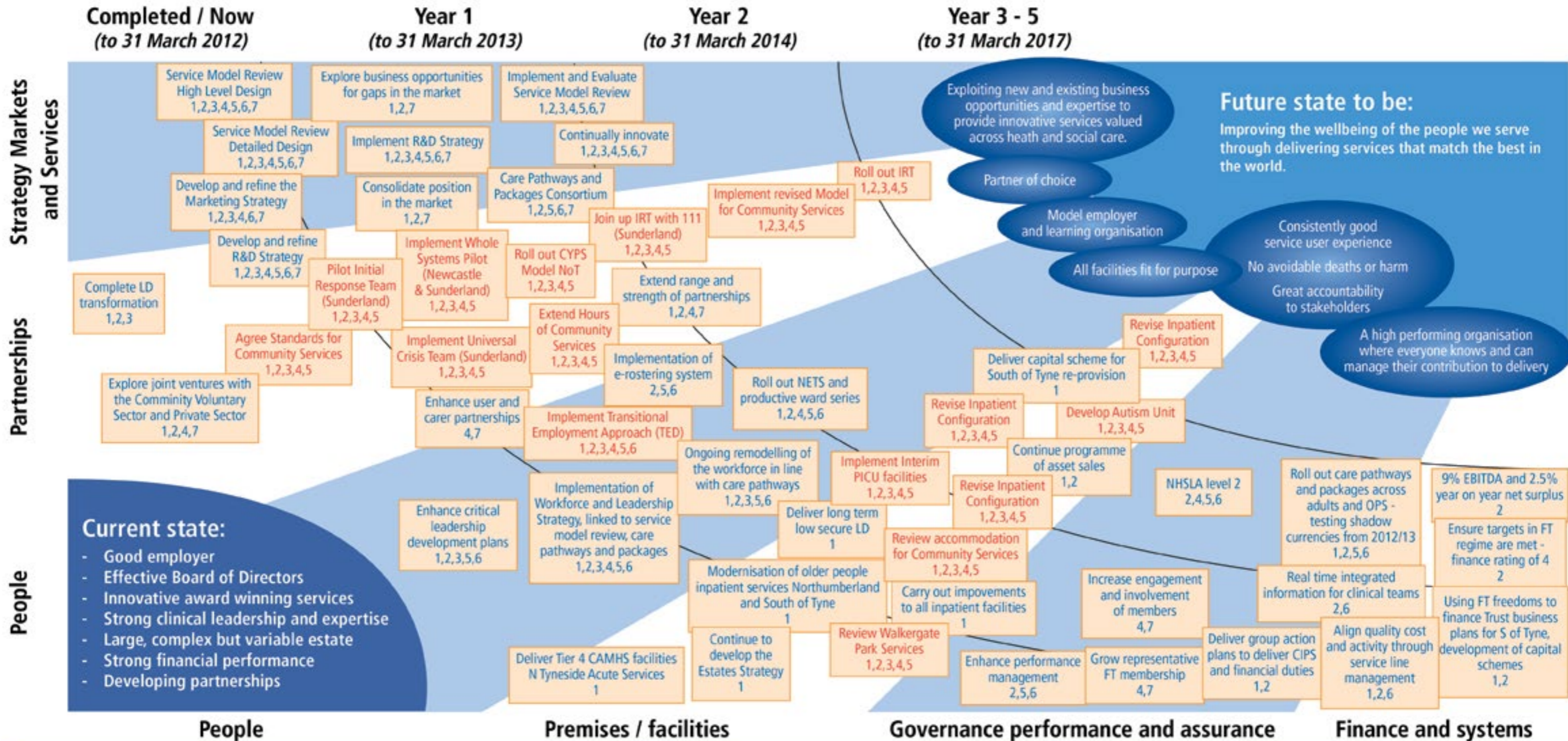
During 2012/13 we will therefore be reviewing each and every service.

This work will include:

- Redesigning the pathway for community children and young people’s services North of Tyne.
- We will provide a new integrated model which is based upon the Choice and Partnership Approach (CAPA). This will improve the quality of the service including access to the service, improved involvement and choice for children, young people and their families and better outcomes.
- Reviewing Neurological Services at Walkergate Park. We will make more effective use of the existing beds and ensure that the services are of high quality and sustainable in the long term.
- Remodel the Roycroft Clinic service. We will improve the service model, leadership and the environment, ensuring that the service is of high quality and sustainable in the long term.
- Review the impact of Specialist Services providing specialist clinical support to other services within the Trust. The Service Model Review recognised the important role that staff from Specialist Services play in providing specialist advice and guidance to colleagues working in other areas of the Trust. This support is called “scaffolding”. The Trust has identified the need to review the impact, including the time involved in providing this “scaffolding”, as this support is seen to be an essential part of the Transforming Services Programme.
- Complete the development of a new purpose built low secure unit on the Northgate Hospital site for men with a learning disability.

Transformation Map:

Strategic Goals and Objectives (revised April 2012)



Strategic Objectives

1. Modernise and reform services;
2. Be a sustainable and consistently high performing organisation;
3. Be a model employer, an employer of choice and an employer that makes the best use of the talents of the entire workforce;
4. Fully embrace and support service user, carer, staff and public involvement, including our membership, in all aspects of our work;
5. Provide high quality evidence based and safe services, supported by effective integrated governance arrangements;
6. Improve clinical and management decision making through the provision and development of effective information;
7. Be an influential organisation which supports and enables social inclusion.

Key: Blue text - original IBP Red text - new developments

ABBREVIATION KEY:
R&D = Research and Development
IRT = Initial Response Team
CYPs = Children and Young People's Service

LD = Learning Disabilities
NETS = North East Transformation System
NHSLA = National Health Service Litigation Authority
OPS = Older People's Service

FT = Foundation Trust
CAMHS = Child and Adolescent Mental Health Services
CIPS = Cost Improvement Plans
EBITDA = Earnings before interest, taxes, depreciation and amortisation

- Secure Full Business Case approval for the development of a purpose built unit for people with autism on the Northgate Hospital site to support the new model of care and replace the existing buildings, due to their poor physical environment.

Social and Residential Services

NTW has already embarked on the transfer of social and residential services to alternative providers, with the aim of refocusing these services in the future on those with complex needs.

During 2012/13 we will therefore be progressing this work. We will:

- Transfer the remaining learning disability services provided in North Tyneside, Gateshead and South Tyneside to new providers and continue to work with commissioners in Northumberland regarding the transfer of the services in the county.
- Work with commissioners to develop a plan for the transfer of adult residential care services in Northumberland to alternative providers.



PRiDE (Providing Improved Mental Health and Disability Environments in Sunderland and South Tyneside)

We were delighted to receive in May 2012 Monitor's approval to our proposal to invest £68 million into the provision of new facilities on the Ryhope Hospital and Monkwearmouth Hospital sites in Sunderland.

This development will provide-

A new 122 bed hospital on the Ryhope Hospital site in Sunderland.

This will provide:

- Six 18 bed wards for urgent care, assessment and treatment, older people's functional illness and stepped care services;
- A 14 bed Psychiatric Intensive Care Unit;
- The retention of the existing 15 bed Meadow View;
- A new central facilities building which will include a faith centre, physical treatment and exercise therapy services, Mental Health Act Tribunal Suite, Crisis Services and meeting facilities.

A new 24 bed Dementia Care Centre comprising of two 12 bed wards on the Monkwearmouth Hospital site in Sunderland.

This will provide:

- An acute assessment and treatment service for people with dementia living in Sunderland and South Tyneside. This service will sit alongside other dementia services already on the Monkwearmouth site forming a specialist Dementia Care Centre.

Planning permission has already been obtained for both developments and building work has now started on the Ryhope Hospital site. Building work on the Monkwearmouth Hospital site is scheduled to start in August 2012.

The new hospital at Ryhope is scheduled to open in the Summer of 2014, with the new Dementia Care Centre at Monkwearmouth opening in the Autumn of 2013.

The new state of the art accommodation will replace outdated facilities at Cherry Knowle Hospital, in Sunderland and Palmer Hospital in Jarrow.

The new facilities will be built through our Procure21 Partnership with Laing O'Rourke. The development is being funded by the Trust.



Our other Key Priorities to achieve our Strategic Aims

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:

- Achieving our transformation of services programme, improving the quality of services and meeting our financial delivery plan;
- Continuing to maintain unconditional registration with the Care Quality Commission (CQC);
- Continually improving our performance against national and local targets set for quality and financial performance;
- Continuing to work with the Care Pathways and Packages Consortium, the national Payment by Results, and mental health policy teams in progressing the roll out of clusters as the basis for future currencies and methods of payment for the services we provide;
- Reviewing our Marketing Strategy.

Be a Model Employer

Our priorities in the coming year include:

- Investing in the Transitional Employment Development Approach (TED) to support workforce changes associated with the Transformation of Services Programme, helping staff develop new skills and to take on the challenges, including future employment opportunities;
- Acting on the findings of the 2011 national staff survey, involving staff in discussions and the development of plans relating to communication, the quality of staff appraisals, job satisfaction, motivation and staff engagement;
- Continuing to provide a Leadership Programme in partnership with Keele University to put clinical decision making at the heart of leadership and support the Transformation of Services Programme;

- Ensuring all staff have an appraisal and agreed Personal Development Plan;
- Ensuring robust local systems of appraisal and clinical governance are in place to support the revalidation of medical staff and commence "revalidation ready" appraisal for all doctors;
- Achieving improvements in the provision of and attendance at clinical training;
- Achieving improvements in the attendance at essential training;
- Continuing to work with Team Prevent in the management of health and wellbeing, proactively supporting and retraining staff at work.

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;
- Establishing a Working Group, with experienced Governor membership, to develop the 2013/14 Annual Plan, having regard to the Governors new role in approving the Annual Plan, following implementation of the Health and Social Care Act;
- Working with the Council of Governors on the development of the Trust's Quality Priorities for 2013/14;
- Reviewing the Trust's Communication Strategy with the aim of improving communications.

Provide high quality and evidence based and safe services

Our priorities in the coming year include:

- Reviewing the Trust's Governance arrangements, to ensure the continued provision of high quality evidence based and safe services;
- Achieving our 2012/13 Quality Priorities (page 11) ;
- Developing our Quality Accounts 2013/14;
- Monitoring performance against all targets and national requirements using the Trust's governance and performance management structures and processes;
- Reviewing and implementing our revised Research and Development Strategy with the aim of ensuring that the Trust supports a vibrant research culture;
- Progressing the work of the Safety Programme ensuring that we always provide the highest standards of safe, quality care by improving overall patient safety and reducing the number of serious untoward incidents across the Trust.



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 technology and systems to support the Trust's Service Transformation Programme;
- Continuing the development of Business Support Systems including the roll out of time and attendance and further development of patient feedback systems;
- Continuing the development of Service Line reporting linked to the Clinical Dashboard project;
- Developing information sharing protocols and arrangements with partner agencies;
- 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 reporting upon the achievement of the goals set out in NTW's Equality Strategy 2012-2016, which are linked to the Transformation of Services Programme;
- 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;
- As a part of the Whole Systems Pilot, work with Primary Care, other specialist providers from the public and private sector, Local Authorities and the third sector to improve the way we all work together and contribute to every stage of the patient's journey.

Operational and Financial Effectiveness

The challenging environment in which we and our partners are now operating in requires us to work closer than ever before in order 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:

- Transforming how we deliver community based services, alongside our partners in care, to provide integrated care pathways to meet the needs of those that require our services, with a focus on early intervention, prevention, recovery and providing support within their own communities;
- Ensuring that when people need support in an inpatient setting it is in an environment which is properly staffed and designed to promote recovery with the intention that people should only stay in hospital as long as it is appropriate for their needs;
- Ensuring our Specialist Services are sustainable for the long term, delivering high quality care at a regional and national level while enabling local services for local people. We must also ensure that they are attracting and developing the staff with the skills and knowledge that can enhance and "scaffold" the provision of mainstream services across the Trust.
- As a part of the Transformation of Services Programme continuing the development of new roles and ways of working to make more efficient use of highly skilled clinical staff;
- 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;
- 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 (CQIN) 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;

Our Financial Plans

Northumberland, Tyne and Wear NHS Foundation 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:

- Delivering an income and expenditure surplus of just under £7million million over the next five years;
- Investing £1 million in the Transitional Employment and Development Approach (TED) to support those members of staff who are affected by the Transformation of Services Programme;
- Delivering the Trust's cost improvement programme in 2012/13, generating savings of £11.2 million;
- Continuing to invest in the improvement and development of facilities used by our clinical services. Planned spend over the year is £40.9 million, including £26.7 million to progress the PRiDE development at Ryhope Hospital and Monkwearmouth 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.

Our 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

Non-Executive Directors



Ken Grey
Non-Executive Director
Senior Independent Director



Martin Cocker
Non-Executive Director



Nigel Paton
Non-Executive Director



Paul McEldon
Non-Executive Director
Chair of Audit Committee



Fiona Standfield
Non-Executive Director



Chris Watson
Non-Executive Director

Executive Directors



James Duncan
Executive Director of Finance
and Deputy Chief Executive



Dr 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

Our Council of Governors

Our Council of Governors have participated in detailed discussions regarding the Transformation of Services Programme, Service Development Strategy and Quality Priorities components of this Annual Plan.

Further opportunities for Governor involvement in 2012/13 are being pursued through participation in:

- The Transforming Services Communications and Engagement Group;
- Development of patient information leaflets to support choice under Any Qualified Provider;
- Development of the Trust's Quality Priorities for 2013/14 and the Quality Account for 2012/13.

The Council of Governors have discussed and agreed the revised approach for the development of subsequent Annual Plans as, following implementation of the Health and Social Care Act 2012, the Governors have to approve the Annual Plan.

It has been agreed with the current Council of Governors that a Working Group will be established, with experienced Governor membership, to develop the 2013/14 Annual Plan.

May we take this opportunity to thank the Council of Governors for all of their work and continuing commitment to work with us to improve 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



Kevin Graham
Newcastle City Council



Graeme Miller
Sunderland City Council



- Vacant
Northumberland County Council

Local Authority Governors



Vacant
North Tyneside Council



Vacant
South Tyneside 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

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

University Governors



Barry Hirst
Newcastle University



John Miller
Northumbria University

Community and Voluntary Sector Governor



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

Service Users' Governors



Alisdair Cameron
Adult Services



Vacant
Adult Services



Andrew Davidson
Learning Disability Services



Russell Bowman
Neuro Disability Services



Marian Moore
Older People's Services



Vacant
Children and Young People's Services

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 while 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.

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 223 2468 or email governors@ntw.nhs.uk

www.ntw.nhs.uk

