



Summary Business Plan

2012 to 2017

(updated from the 2009 to 2014 plan)

Shining a light on the future



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Introduction

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

We are already a successful Foundation Trust and have made excellent progress against our original Integrated Business Plan 2009-2014. During 2011/12 we reviewed our Integrated Business Plan as 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 revised Integrated Business Plan was developed taking into account the Trust's Service Model Review, which we carried out in consultation with our partners, and the resulting 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.

This Summary Business Plan provides an overview of our vision, goals and plans for the next five years. These are also illustrated in our Transformation Map on pages 20 and 21.

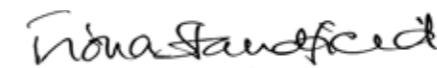
Our priorities over the next five years include:

- Continually improving the quality of our services, including achieving our Quality Priorities year on year;
- Progressing our Service Transformation Programme;
- Progressing the PRiDE development, including the reprovision 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.

This Summary Business Plan covers all aspects of our business and also explains how you can become involved through membership of our Foundation Trust and by being a Governor on our Council of Governors. We do hope you enjoy finding out about our plans for 2012 to 2017.

Fiona Standfield
Acting Chairman



Dr Gillian Fairfield
Chief Executive



About the Trust

Northumberland, Tyne and Wear NHS Foundation Trust (NTW) was authorised as an NHS Foundation Trust in December 2009.

Working from over 100 sites and covering more than 2, 200 square miles, we provide a wide range of mental health, learning disability and neuro-rehabilitation services to a population of 1.4 million people in the North East of England. We also provide a range of comprehensive services including some regional and national services. This makes NTW one of the largest NHS trusts of its kind in the country.

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



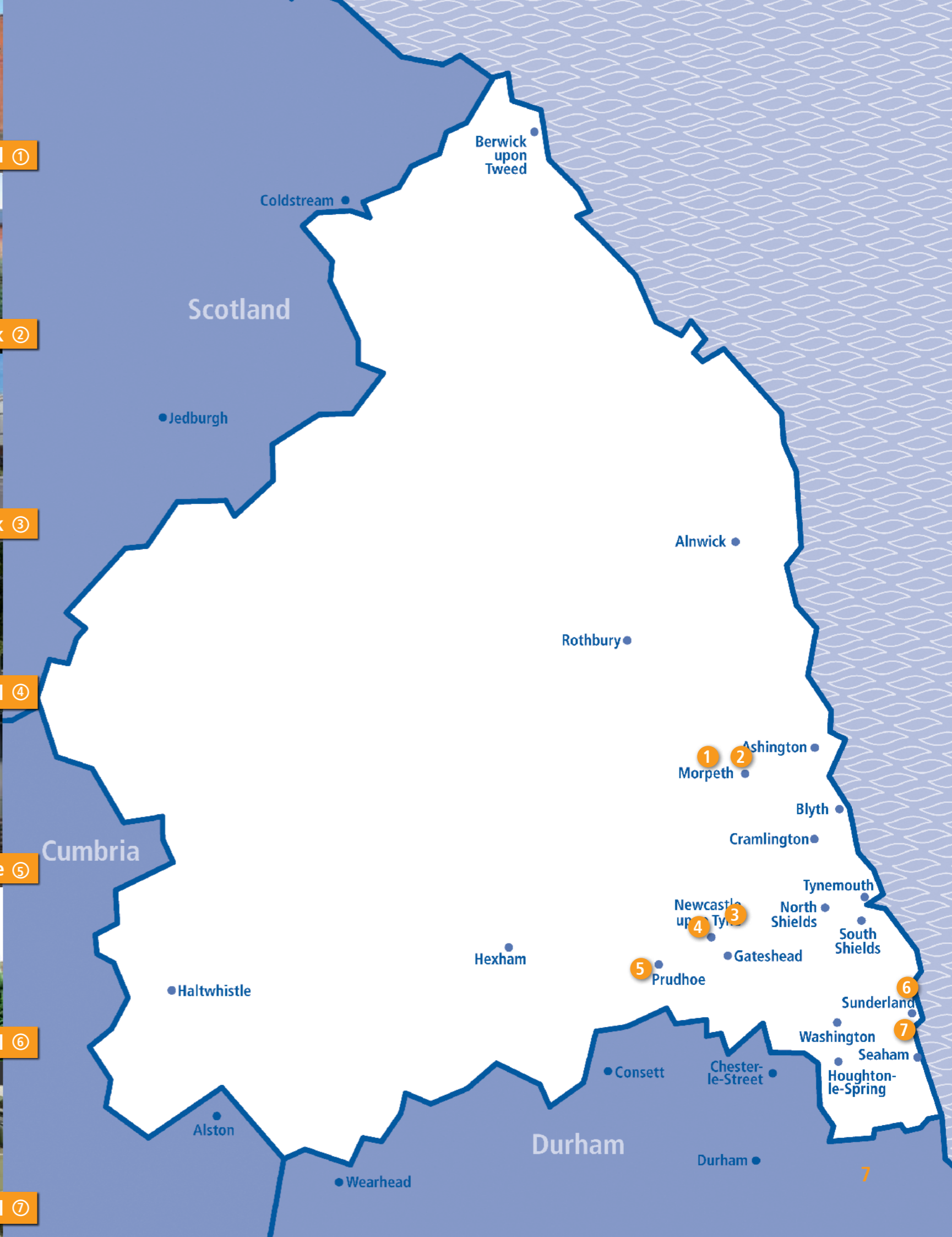
Ferndene, Prudhoe ⑤



Monkwearmouth Hospital ⑥



Cherry Knowle Hospital ⑦



What services do we provide and where?

Local services

Service*	Northumberland	Newcastle	North Tyneside	South Tyneside	Gateshead	Sunderland and North Easington
Adult Mental Health	√	√	√	√	√	√
Older People's Mental Health	√	√	√ ****	√	√ *****	√
Learning Disabilities	√ **	√	√ **	√ **	√ **	√
Children and Young People's Services	√	√		√ ***	√ ***	√ ***
Specialist and Neuro Rehabilitation	√	√	√	√	√	√
Forensic	√	√	√	√	√	√

Key:

* Historic service configuration, ** Community services provided by local Foundation Trusts, *** Adolescent services only, but not to North Easington **** Provided to Longbenton area of North Tyneside only ***** Community Services only.

Regional and national services

Service	Regional	National
Adult Forensic Mental Health – Medium and Low Secure and Community	√	
Adult Forensic Learning Disability – Medium and Low Secure and Habilitation		√
Adult Forensic Personality Disorder – Medium Secure and Community	√	
Eating Disorders		√
Affective Disorders	√	
Mother and Baby Service	√	
Cognitive Therapy	√	
Psychotherapy	√	
Neuropsychiatry	√	
Neurological Rehabilitation	√	
Adult Autism – Learning Disability only		√
Child and Adolescent Learning Disability		√
Adolescent Mental Health – Medium Secure		√
Adolescent Learning Disability – Medium Secure		√
Services for the Deaf	√	
Gender Dysphoria	√	

Our Vision and Values

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 continue to use our Foundation Trust status to realise this vision and help us to become a market leader in the provision of mental health, learning disability and neuro-rehabilitation services.

Our vision is underpinned by a set of core values which we developed in consultation with a range of groups and individuals, including service users, carers, staff and partners.

The core values ensure that we will:

- Place service users and carers at the centre of everything we do;
- Treat service users and carers with respect and dignity;
- Support and show respect towards our staff, encourage their development, acknowledge their expertise and professionalism and value the role they fulfil;
- Always look to do things better encouraging and acknowledging improvement and innovation;
- Provide effective team and partnership working;
- Be honest, show trust, have integrity, and be open and transparent in our work;
- Embrace diversity;
- Listen to the views of others.

Our Strategic Goals

To achieve our vision and demonstrate our values we have developed six strategic goals. They are to:

- Exploit new and existing business opportunities and expertise to provide innovative services valued across health and social care;
- Be a partner of choice;
- Be a model employer and learning organisation;
- Ensure all facilities are fit for purpose;
- Operate within a framework of integrated governance with consistently good service user experience, no avoidable death or harm and greater accountability to all stakeholders;
- Operate as a high performing organisation where everyone knows and can manage their contribution to delivery.



Our Priorities

We will achieve our vision 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;
- Being a sustainable and consistently high performing organisation;
- Being a model employer, an employer of choice, and making the best use of the talents of the entire 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 Quality Priorities

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.

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 improvements we make each year feature in our annual Quality Account which is published on our web site: www.ntw.nhs.uk

How our major plans for the future have been shaped

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 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 services which enable people to lead the best possible lives that they can, with the right support when they need it, and only when they need it.

The vision for services was developed through listening to service users, carers, GPs and other stakeholders and through consideration of best practice nationally and internationally. It set out a vision for developing our future services around the needs of those who use them and identified a whole system model for the transformation of our services.

The principles on which the future vision of services is predicated are built around the needs of our service users and carers and include the following promises:

- You can reach us, simply and quickly;
- The earlier the better;
- To get the right care, safely and easily;
- From our flexible workforce;
- In collaboration with families, carers and partnership organisations;
- So that you can gain/re-gain independence, as far as possible;

- By making smooth and sustainable steps forward;
- Reaching us again, simply and quickly.

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 2012 we began to progress the implementation of the Transforming Services Programme including, where required, consulting key stakeholders on the proposals and we will progress these plans over the next five years.

The Ray Diagram at the centre of this document sets out our plans in an easy to follow way.

Our Summary Annual Plans, available for years 2010/11, 2011/12 and 2012/13, and in September each year going forwards, detail which developments will be progressed that year and can be found on our website at www.ntw.nhs.uk



Our plans to transform services

In the next five years we will:- Improve Access to Services

- Launch, 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;
- Work with the North East Ambulance Service on the development and implementation of a Trust wide Initial Response Team giving access to urgent mental health services through the NHS 111 service;
- Subject to the success of the above, launch an Initial Response Team in collaboration with the North East Ambulance Service providing access to all Trust services through NHS 111.

In the next five years we will:- Improve Whole System Working

- Work with our partners which form the larger network of care, including 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.

In the next five years we will:- Improve Community Services

- Work with our staff who support people in the community, to help them to free up more of their clinical time through the use of mobile technology and new ways of working, including improved multi disciplinary team working;
- Develop new care pathways 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.

In the next five years we will:- Improve Inpatient Services

- Review the use and the reliance on inpatient services for adults who require mental health and learning disability services in the light of the provision of improved community, access and initial response services;
- Improve the patients' experience within Psychiatric Intensive Care Units in South of Tyne by providing additional staff, access to a better range of clinical support and an improved environment;
- Redesign the Stepped Care Pathway in Gateshead and Northumberland to ensure that the services 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;
- Open the new 122 bed hospital on the Ryhope Hospital site in Sunderland to replace Cherry Knowle Hospital;
- Open a new 24 bed specialist dementia unit on the Monkwearmouth Hospital site in Sunderland;
- Redesign adult Learning Disability Services North of Tyne to provide "person centred" care as close to home as possible and avoiding unnecessary admissions to hospital;
- Improve the Secondary Care Mental Health Pathway in Newcastle to provide an improved patient experience and improved outcomes by providing additional staff, access to a better range of clinical support and an improved environment;
- Expand hospital based liaison services using a Trust wide model in partnership with acute Foundation Trusts in Sunderland, South Tyneside, Newcastle and Northumberland.

In the next five years we will:- Improve Specialist Services

Our Specialist Services account for around one third of NTW's business and are important to service users, carers and the Trust going forwards.

They also provide a level of specialist knowledge and expertise that support and enhance all of the Trust's mainstream services.

In the next five years we will:-

- Redesign the pathway for Community Children and Young People's Services North of Tyne based upon the Choice and Partnership Approach (CAPA);
- Review Neurological Services at Walkergate Park;
- Review Forensic Services;
- Develop Diversion Services in partnership with other agencies;
- Redesign Addictions Services in partnership with other agencies;
- Review the impact of Specialist Services providing specialist clinical support to other services within the Trust;
- Complete the development of a new purpose built low secure unit on the Northgate Hospital site for men with a learning disability;
- Develop a Full Business Case for the development of a purpose built assessment and treatment unit for people with autism.

In the next five years we will:- Refocus 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.

In the next five years 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.

We have developed our plans following extensive discussion with local stakeholders and as our plans become detailed proposals we will consult and involve, as appropriate, the people who use our services, their relatives and carers, our staff, the public and other interested groups and individuals.



Our plans to achieve our other strategic aims

We will also make progress over the next five years towards achieving our other strategic aims:

Be a sustainable and consistently high performing organisation

In the next five years we will:-

- Achieve our Transformation of Services Programme, improving the quality of services and meeting our Financial Delivery Plan;
- Continue to maintain unconditional registration with the Care Quality Commission;
- Continue to improve our performance against national and local targets set for quality and financial performance;
- Continue 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;
- Support the Council of Governors' Nomination Committee in the appointment of a new Chair;
- Continue to rationalise and remodel the estate, in line with the Trust's Service Transformation Programme, maximising the proceeds from the sale of surplus assets;
- Achieve a year on year reduction in energy, carbon and water use across the estate, supporting a sustainable environment.

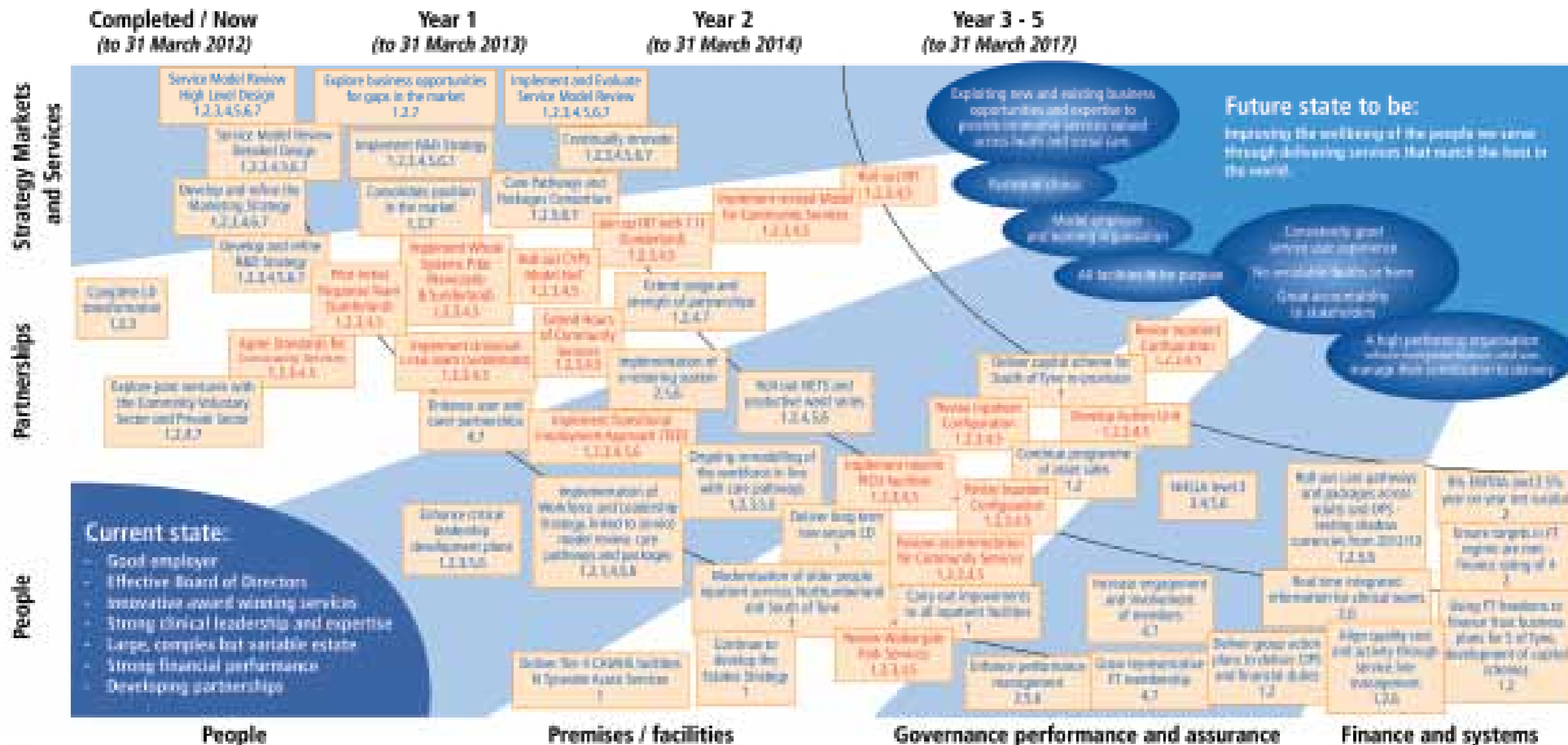
Be a Model Employer

In the next five years we will:-

- Invest in the Transitional Employment Development Approach to support the workforce changes associated with the Transformation of Services Programme, helping staff develop new skills and to take on the challenges, including future employment opportunities;
- Act on the findings of the annual National Staff Survey achieving year on year improvements;
- Continue 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;
- Develop and provide Training and Development Programmes to support the implementation of the Transformation of Services Programme;
- Ensure all staff have an Appraisal and agreed Personal Development Plan;
- Ensure robust local systems of appraisal and clinical governance are in place to support the revalidation of medical staff;
- Achieve improvements in the provision of and attendance at clinical training;
- Achieve improvements in the attendance at essential training;
- Continue to work with the providers of our Occupational Health and Counselling Services in the management of health and wellbeing, proactively supporting and retaining staff at work.

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

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

In the next five years we will:-

- Work with the Council of Governors Membership Sub Group supporting them in achieving quality engagement with members and improving service user and carer membership;
- Progress elections, as required, to our Council of Governors;
- Establish a Working Group, with experienced Governor membership, to develop the Trust's Annual Plan, having regard to the Governors new role in approving the Annual Plan, following implementation of the Health and Social Care Act 2012;
- Work with the Council of Governors on the development of the Trust's annual Quality Priorities;
- Review and implement the Trust's Communication Strategy with the aim of improving communications.

Provide high quality evidence based and safe services

In the next five years we will:-

- Achieve our annual Quality Priorities and publish our annual Quality Accounts;
- Monitor performance against all targets and national requirements using the Trust's governance and performance management structures and processes;
- Work towards achieving Level 2 NHS Litigation Authority accreditation and progress towards Level 3;
- Review and implement our revised Research and Development Strategy with the aim of ensuring that the Trust supports a vibrant research culture;
- Progress 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

In the next five years we will:-

- Deliver the Trust's Informatics Strategy, including the technology and systems to support the Trust's Service Transformation Programme;
- Continue the development of Business Support Systems including the roll out of time and attendance and further development of patient feedback systems;
- Continue the development of Service Line reporting linked to the Clinical Dashboard project;
- Develop information sharing protocols and arrangements with partner agencies;
- Continue to support the national development of payment by results in mental health services through the Care Pathways and Packages Project;
- Maintain 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

In the next five years we will:-

- Monitor and report upon the achievement of the goals set out in NTW's Equality Strategy 2012-2016, which are linked to the Transformation of Services Programme;
- Continue to promote and enable the employment of people with disabilities, learning disabilities and mental health problems;
- Continue 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.

Our Operational Plans

The challenging environment in which we and our partners are now working requires us to work together further and faster to radically improve and change 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 priorities in our operational plans include:

Progressing our Transformation of Services Programme

Essentially our aims are:

- 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;
- 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 (CQUIN) targets;
- Continuing to develop plans to reduce the size of the estate from which we operate, in line with proposed service models.



Our Financial Plans

NTW's financial plans are based on maintaining the Trust as a high performing and sustainable organisation while delivering quality improvements. We continue to recognise that we are operating in a turbulent economic environment and expect to have an ongoing requirement to manage reductions in funding year on year for the majority of the period covered by this Summary Business Plan.

We also recognise the challenges to the wider health and social care economy, particularly the impact on local authorities and the third sector, and on welfare and jobs, which will create further pressures through increasing demand for services, while reducing overall supply. Given the pressures we will face over the period of this Plan the focus of our financial strategy will be to enable, support and deliver our Service Transformation Programme to meet the need to deliver improvements in the quality of our services in this very challenging financial environment.

The priorities in our financial plans include:

- Supporting the delivery of the Transformation of Services Programme over the next five years, ensuring quality is maintained as we meet our financial delivery programme;
- Delivering an income and expenditure surplus averaging around £7million each year over the next five years, to support infrastructure investment which enables transformational change and to ensure the Trust has ongoing cash reserves to meet its operational needs;
- Investing in the Transitional Employment and Development Approach to support those members of staff who are affected by the Transformation of Services Programme;
- Investing in transformation along with our commissioners enabling pump priming and double running of schemes where this is required;
- Continuing to invest in the improvement and development of facilities used by our clinical services, including £68 million in 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.

It is expected that cash releasing savings of £36m will be required over the next three years with further productivity improvements to support improvements in quality. Over the five year life of this Plan that savings target will exceed £50m, or around 20% of the Trust's turnover. Plans are in place to meet this target with the focus on our transformation of services, radically re-designing the way we provide integrated pathways of care to reduce our reliance on beds.

At the same time over this period we intend to invest £123m in our estate, primarily ensuring as we reduce our estate we ensure that we are consistently providing care in environments which promote recovery, and which support the delivery of effective integrated pathways of care. We will take out additional borrowing of £40m over the period and overall borrowing after repayments on existing debt will increase by £22m to part fund these developments.

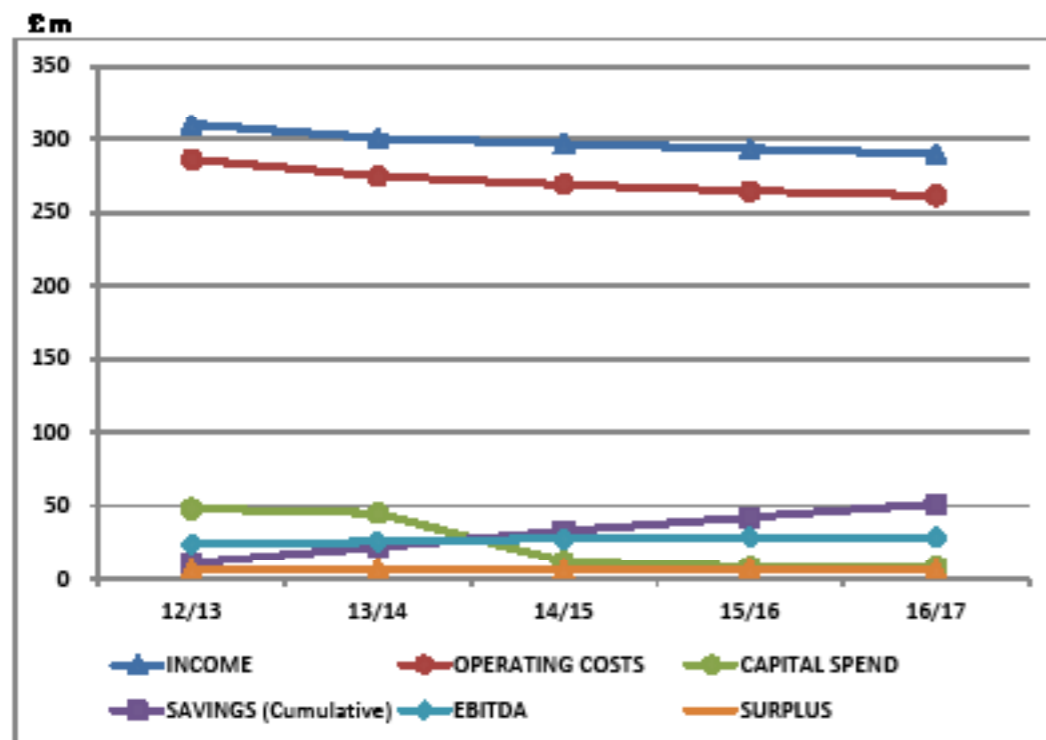
There are a number of risks to delivering this strategy, which we have considered to ensure that we can still maintain financial stability even if things go wrong. Risks we have considered include:

- Failure to achieve our savings targets in total year on year;
- Additional loss of income arising from increased competition;
- Reduction in funding due to changing national assumptions on the basis of continuing financial stress across the economy;
- Failure to manage changes in the workforce through our Transitional Employment and Development Approach;
- Additional unplanned requirements for capital investment;
- Failure to generate expected receipts from sales of surplus land;
- Managing the costs of outstanding equal pay claims.

There are a range of measures that we will put in place to ensure that in the event of these risks arising we can still ensure financial stability. On this basis we believe that we can manage the risks going forward and that we are in a comparatively strong financial position to enable us to deliver our aspirations for service change over the next five years.

Key Financial Data 2012-2017

Key Financial Data 2012 – 2017



Note: Earnings Before Interest, Taxation, Depreciation and Amortisation (EDITDA) is the cash that we generate from operations. This shows our ability to pay interest on loans and dividends on an ongoing basis, and generate a surplus to invest in our services for the long term.

The risks we face and how we manage them

The Board of Directors reviews our risks on a bi-monthly basis and has systems and processes in place to manage risks across the organisation, but undoubtedly it is the vigilance, dedication and commitment to service users and their carers shown by our staff, which is our greatest asset in managing risk.

The table below highlights our key corporate risks and how we plan to manage them.

Risk No.	Description	Key actions to manage risk
1	That there are risks to the safety of service users and others if the key components to support good patient safety governance are not embedded across the Trust.	<ul style="list-style-type: none"> • Monitoring of Quality Account Goal 1 (reducing harm to patients); • Complaints, Litigation, Incidents, PALS and Points of You (CLIPP) reporting system in place across Clinical Services; • Patient Safety Incidents reporting system, including Serious Untoward Incidents; • Incidents Policy Infection Prevention and Control Policy and Practice Guidance Notes; • Medicines Management Policy and Practice Guidance Notes; • Safety Alerts Policy.
2	That we do not ensure that we have effective governance arrangements in place to maintain safe services whilst implementing the Transforming Services Programme.	<ul style="list-style-type: none"> • Governance Arrangements; • Programme Management arrangements; • Decision Making Framework.

3	The risk that high quality, evidence-based and safe services will not be provided if there are difficulties in accessing services in a timely manner and that services are not sufficiently responsive to demands.	<ul style="list-style-type: none"> • Service Model Review; • Sunderland Access Pilot; • Waiting Times Monitoring and Management.
4	That there are risks to the safety of service users and others if the key components to support good Safeguarding and MAPPA arrangements are not embedded across the Trust.	<ul style="list-style-type: none"> • Safeguarding Children and Safeguarding Adults Policies; • Trust Action Plan; • Local Safeguarding Boards; • Trust-wide structure for Safeguarding in place; • Trust Safeguarding – Public Protection Meeting.
5	That there are risks to the safety of service users and others if the key components to support good care co-ordination are not embedded across the Trust.	<ul style="list-style-type: none"> • Care Co-ordination and Care Programme Approach Policy and Practice Guidance Notes; • Care Co-ordination training.
6	That there are risks to the safety of service users and others if we do not have safe and supportive clinical environments.	<ul style="list-style-type: none"> • Care Quality Commission inspections and action plans; • Clinical Environment Risk Assessment (CERA) process; • Capital programme to improve facilities.
7	That we do not effectively manage significant workforce and organisational changes, including increasing staff productivity.	<ul style="list-style-type: none"> • Workforce Strategy – monitored by Workforce Programme Board; • Workforce Key Performance Indicators monitored through Quality & Performance Committee and Board; • Group/Directorate Workforce Plans; • Time & Attendance and e-rostering system.

8	That we do not manage our financial resources effectively to ensure long term financial stability (including differential between income and inflation, impact of QIPP and the cost improvement programme).	<ul style="list-style-type: none"> • IBP/Long term financial model / updated Financial Strategy; • Transforming Services Programme - aligning long term strategy / service redesign with funding; • Annual Delivery Plan (incl. Cost Improvement Plan) - management by Finance Investment & Business Development Committee.
9	That we do not effectively engage commissioners and other key stakeholders leading to opposition or significant delay in implementing service model review changes and other major planned service changes.	<ul style="list-style-type: none"> • Partnership arrangements, including Customer Relationship Management, engagement with Clinical Commissioning Groups; • Membership of Health and Well being Boards for 4 out of 6 localities; • South of Tyne model of Care Board • Newcastle Locality Partnership Development; • Northumberland Integrated Planning Group.
10	That we do not develop and correctly implement service model changes.	<ul style="list-style-type: none"> • Evidence base developed through Service Model Review; • Governance arrangements, including programme management structure under Trust Programmes Board; • Clinical Reference Group; • Business Case Process.

Looking ahead to 2017

By implementing the plans outlined in this Summary Business Plan, by 2017 NTW will be delivering a wide range of evidence based, high quality mental health and disability services from a smaller but high quality estate portfolio, which ensures that services are provided in premises that are fit for purpose, thereby maximising the resources available to provide high quality care.

Looking ahead to 2017 this will mean:

Those who use our services will experience:

- Services based on identified need;
- Services which are outcome focused;
- Services that are quicker and easier to access;
- Services delivered by a smaller but skilled workforce that is fit for purpose;
- Enhanced and Community Services delivered from a smaller range of appropriate locations including people's homes, GP practices, community clinics etc;
- A reduced reliance on inpatient services with fewer but more specialised and better resourced units including:
 - Mental Health Rehabilitation Services provided from a smaller range of appropriate community locations;
 - Dementia inpatient services South of Tyne provided from a Centre of Excellence at Monkwearmouth Hospital;
 - Children and Young People's Services provided from Ferndene and St.Nicholas Hospital;
 - Specialist Learning Disability Services provided principally from Northgate Hospital;
 - Neuro rehabilitation Services provided from Walkergate Park.

Our partners will experience:

- Services which are outcome focused;
- Services that are quicker and easier to access;
- Services delivered by a smaller but skilled workforce that is fit for purpose;
- Enhanced community services delivered from a smaller range of appropriate locations including people's homes, GP practices, community clinics etc;
- A reduced reliance on inpatient services with fewer, but more specialised and better resourced units;
- Services that deliver value for money.

The Trust will experience:

- Improved feedback from service users, carers, staff and partners;
- Improved quality of services;
- Enhanced relationships with partners;
- Enhanced relationships with commissioners, leading to increased security (and potential duration) of contracts;
- Maintenance (and potential growth) of income and market share;
- An estate of improved quality;
- Achievement of the Trust's Financial Delivery Plan.



Our Board of Directors

Our Board of Directors is made up of Executive and Non-Executive Directors, chaired by Fiona Standfield, Acting Chairman, who is also the Chair of the Council of Governors.

Executive Directors include the Chief Executive, Finance Director, Medical Director and Nurse Director – these are required roles, supplemented by two further Executive Directors, the Director of Workforce & Organisational Development and Director of Performance and Assurance. There must always be a balance in favour of Non- Executive Directors, just as there must always be a balance in favour of public members, including service users and carers, on the Council of Governors.

Our Board of Directors is collectively responsible for the exercise and performance of the Trust.

Their role includes:

- Operationally managing the Trust on a day to day basis to ensure high quality care is provided by appropriately skilled and experienced staff;
- Meeting our Terms of Authorisation;
- Meeting local and national standards;
- Meeting our financial duties;
- Setting the Trust's vision and future plans.

Ultimately the Board of Directors is responsible for ensuring the high quality of the services we provide.

The Board of Directors



Fiona Standfield
Acting Chairman



Dr Gillian Fairfield
Chief Executive

Non-Executive Directors

Executive Directors



Ken Grey
Non-Executive Director
Senior Independent Director



James Duncan
Executive Director of Finance
and Deputy Chief Executive



Martin Cocker
Non-Executive Director



Suresh Joseph
Executive Medical Director



Nigel Paton
Non-Executive Director



Elizabeth Latham
Executive Director of Workforce
and Organisational Development



Paul McEldon
Non-Executive Director
Chair of Audit Committee



Gary O'Hare
Executive Director of Nursing
and Operations



Chris Watson
Non-Executive Director



Lisa Quinn
Executive Director of Performance
and Assurance

Our Council of Governors

Our Council of Governors is elected by the members of the Foundation Trust to represent their constituencies. There are four membership constituencies which represent stakeholder interests:

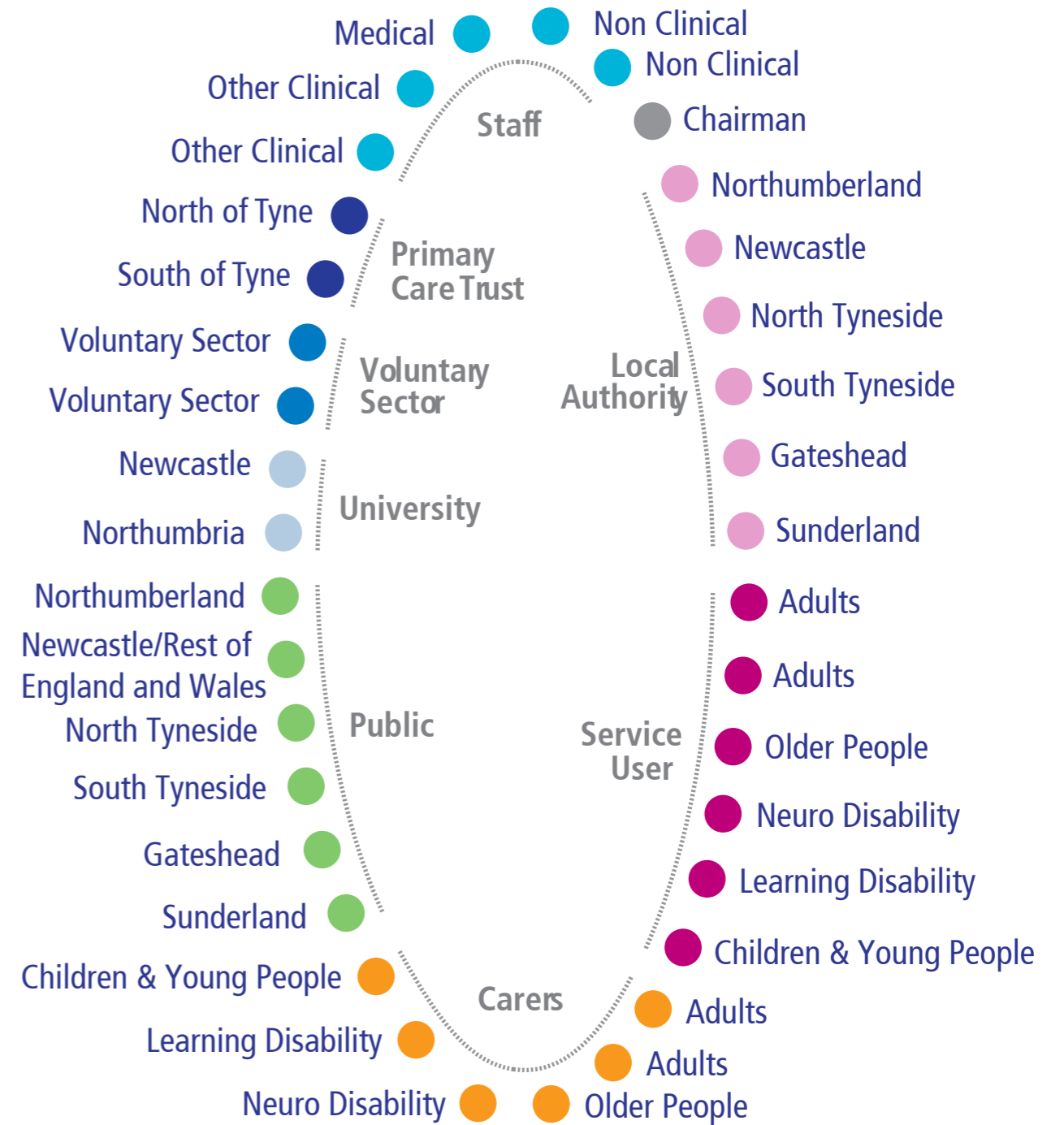
- Public constituency;
- Service users and carers constituency;
- Staff constituency;
- Partner organisations constituency.

The Council of Governors includes both elected and appointed governors. See diagram on page 39.

The roles and responsibilities of the Council of Governors are set out in the Health and Social Care Act 2012 and detailed in the Trust's Constitution and include:

- Advising the Trust on our vision and plans for the future;
- Approving the Trust's Annual Plan;
- Approving major transactions;
- Representing the interests of members and partner organisations;
- Appointing or removing the Chair and Non Executive Directors;
- Approving the appointment of the Chief Executive;
- Approving the terms and conditions of the Chair and Non Executive Directors;
- Appointing or removing the Trust's Auditors;
- Receiving the Trust's Annual Report and Accounts.

Ultimately the Council of Governors holds the Board of Directors to account for ensuring that the Trust works within the terms of its authorisation and constitution.



How can you get involved?

One of the reasons for setting up Foundation Trusts was to actively involve the public, service users, carers and staff through a membership that represents the communities the organisation serves. Since achieving Foundation Trust status we have developed our Membership Strategy to enhance opportunities for people from a diverse range of backgrounds to become members of our Foundation Trust and contribute to our development.

We are particularly keen to strive for a representative membership and are delighted that we have over 12,000 public members to date.

Anyone over 14 years of age living in Northumberland, Tyne and Wear, or who has used our services, or is a carer of someone who has used our services in the last four years can become a member and you can be involved as much or as little as you want. All staff working in the Trust automatically become a member.

As a member you will:

- Join our 12,000 public members and over 6,000 staff members influencing the way services are planned and delivered;
- Vote for your Governor in the elections;
- Be able to stand as a Governor to represent the views and interests of other members;
- Receive regular updates from the Trust.

As a Governor you will:

- Actively participate in one of the largest mental health and disability trusts in the country;
- Help to reduce stigma against people experiencing mental health or disability problems;
- Learn new skills;
- Build social networks;
- Enhance your CV.

You can become a member of our Foundation Trust by completing the application form available on our website www.ntw.nhs.uk or you can contact the Foundation Trust Office on 0191 223 2468 or email governors@ntw.nhs.uk

For further information

This Summary Business 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

Tel: 0191 223 2990



www.ntw.nhs.uk

