

# Council of Governors General Meeting (held in public)

14 May 2019, 14:00 to 16:00  
Conference Rooms, Walkergate Park,  
Benfield Road, Newcastle, NE6 4QD

## Agenda

### 1. Welcome and Introductions

Welcome to the Council of Governors meeting held in public.

Verbal

The big issues considered within this agenda are:

Ken Jarrold, Chair

- \* The Trusts Quality Account
- \* Staff Survey
- \* NTW Solutions

### 2. Apologies for absence

Verbal

Ken Jarrold, Chair

### 3. Minutes for approval

Verbal

Ken Jarrold, Chair



3. COG Minutes 5 March 2019.pdf

(7 pages)

### 4. Matters arising not included on the agenda

Verbal

Ken Jarrold, Chair

### 5. Declarations of Interest

Verbal

Ken Jarrold, Chair

## Business Items

### 6. Chair's Report

Verbal

Ken Jarrold, Chair

### 7. Chief Executive's Report

Enclosure

John Lawlor, Chief Executive

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7. CE Report April 2019 DRAFT.pdf

(4 pages)

## 8. Review of the Terms of Reference for Council of Governors meeting held in Public

Enclosure

Debbie Henderson, Deputy Director  
of Communications and Corporate



8. Terms of Reference COG JDC-DH01.05.19.pdf

(5 pages)

## 9. Provider License Self Certification (FT4(8))

Enclosure

Debbie Henderson, Deputy Director  
of Communications and Corporate



9. Provider License Self-Cerr CoG training 2018-19.pdf (4 pages)

## 10. Governors' Questions

Note: Questions relating to the agenda and papers may be asked at the meeting.  
For issues not covered by this meeting, questions must be submitted at least 3  
working days in advance by emailing [corporateaffairs@ntw.nhs.uk](mailto:corporateaffairs@ntw.nhs.uk)

Verbal

Ken Jarrold, Chair

## Governor Feedback, including:

### 11. Feedback from Governor Representatives on Board Committees

#### 11.1. Feedback from Resource and Business Assurance Committee

Verbal

Victoria Bullerwell & Bob Waddell,  
Governor Representatives

#### 11.2. Feedback from Audit Committee

Verbal

Victoria Bullerwell, Governor  
Representative

#### 11.3. Feedback from Quality and Performance Committee

Verbal

Margaret Adams & Anne Carlile,  
Governor Representatives

#### 11.4. Feedback from Mental Health Legislation Committee

Verbal

Fiona Grant & Denise Porter

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Governor Representatives

**12. Feedback from Governors Working Groups and Committees**

Verbal

Committee Representatives/  
Working Group Chairs

**12.1. Update from the Nominations Committee**

Verbal

Ken Jarrold/ Margaret Adams,

**12.2. Update from the Governors Steering Group**

Verbal

Ken Jarrold

**12.3. Update from the Governors Quality Group**

Verbal

Margaret Adams, Chair

**13. Feedback from External Events and Meetings**

**13.1. Feedback from the Governor Advisory Committee**

Verbal

Anne Carlile

**Items for information (discussion by exception only)**

**14. Board of Directors Minutes:**

Enclosure

Ken Jarrold, Chair

**14.1. 23 January 2019**



14.1 BoD public meeting minutes 23-01-19.pdf

(6 pages)

**14.2. 27 February 2019**



14.2 Board Meeting in Public draft minutes  
27.2.19.pdf

(7 pages)

**14.3. 27 March 2019**



14.3 BoD meeting in public 27 March minutes.pdf

(8 pages)

**15. Any other business**

Verbal

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*Break*

## Big Issue Items

### 16. Quality Account update

Enclosure

Anna Foster, Deputy Director of  
Commissioning and Quality Assurance  
/ Lisa Quinn, Executive Director of  
Commissioning and Quality



16.1 CoG 14 May 2019 QUALITY ACCOUNT 1819.pdf (1 pages)



16.2 Draft-Quality-Account-v1.4.pdf (96 pages)

### 17. Staff Survey Results

Presentation

Chris Rowlands, Equality and  
Diversity Lead / Lynne Shaw,  
Executive Director of Workforce and

### 18. NTW Solutions update

Presentation

Peter Studd, NTW Solutions Chair,  
Malcolm Aiston, Managing Director,  
NTW Solutions, Grahame Ellis,  
Company Secretary, NTW Solutions

### 19. Date, time and venue of next meeting:

The next Council of Governors meeting held in public Tuesday, 10 September 2019, 2 pm to 4 pm. Walkergate Park, Benfield Road, Newcastle, NE6 4QD.

Ken Jarrold, Chair

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# Council of Governors General Meeting (held in public)

05 March 2019, 10:00 to 12:00

Conference Rooms, Walkergate Park

## Attendees

### Council of Governors

Ken Jarrold (Chair), Margaret Adams (Public Governor), Stephen Blair (Public Governor), Russell Bowman (Service User Governor), Colin Browne (Carer Governor), Anne Carlile (Carer Governor), Andrew Fothergill (Service User Governor), Fiona Grant (Lead Governor), Cath Hepburn (Public Governor), Daniel Nettle (University Governor), Denise Porter (Community and Voluntary Sector Governor), Fiona Regan (Carer Governor), Bill Scott (Public Governor), Bob Waddell (Staff Governor), Jack Wilson (Service User Governor)

### In attendance

John Lawlor (Chief Executive), Paul Anderson-Glew (PA to Executive Medical Director), Les Boobis (Non-Executive Director), Jennifer Cribbes (Corporate Affairs Manager), Simon Douglas (Joint Director of Research, Innovation and Clinical Effectiveness), Rob Dudley (Clinical Psychologist), James Duncan (Executive Director of Finance and Deputy Chief Executive), Anna Foster (Deputy Director of Commissioning and Quality Assurance), Debbie Henderson (Deputy Director Communications and Corporate Affairs), Rajesh Nadkarni (Executive Medical Director), Michael Robinson (Non-Executive Director), Peter Studd (Non-Executive Director), Andre Tyler (Operational Support Manager), Caroline Wills (Clinical Development Lead)

### Apologies

David Arthur (Non-Executive Director), Kevin Chapman (Staff Governor), Alexis Cleveland (Non-Executive Director), Uma Ruppa Geethanath (Staff Governor), Margaret Hall (Local Authority Governor), Gary O'Hare (Executive Director of Nursing and Chief Operating Officer), Lisa Quinn (Executive Director of Commissioning and Quality Assurance), Janice Santos (Carer Governor), Lynne Shaw (Acting Executive Director of Workforce and Organisational Development)

## Meeting minutes

### 1. Welcome and Introductions

Ken Jarrold opened the meeting and welcomed those in attendance.

Verbal

Ken Jarrold, Chair

### 2. Apologies for absence

Apologies for absence as recorded above.

Verbal

Ken Jarrold, Chair

### 3. Minutes for approval

The minutes of the meeting held on 6 November 2018 were agreed to be a true and accurate record of the meeting.

Verbal

Ken Jarrold, Chair

 CoG Mtg Public 6 Nov 2018.pdf

### 4. Matters arising not included on the agenda

John Lawlor raised two matters that were not included on the agenda.

Verbal

Ken Jarrold, Chair

#### Seasonal 'flu campaign

John explained the work that had been completed in relation to the Trust's seasonal 'flu campaign and confirmed that 76% of staff had received a 'flu vaccine to date.

#### Staff Survey

John advised the Council that the Trust had recently received the Staff Survey Results and explained that the results would be shared with the Council of Governors once the analysis had been completed.

## 5. Declarations of Interest

There were no conflicts of interest declared for this meeting.

**Verbal**  
Ken Jarrold, Chair

## Business Items

### 6. Chair's Report

**Verbal**  
Ken Jarrold, Chair

Ken Jarrold provided a verbal report to update the Council on the appointment of the Trust's external auditors, the appointment of two Non-Executive Directors, the resignation of Non-Executive Director Miriam Harte and legislative changes proposed by NHS England and NHS Improvement.

#### External Audit Appointment

Ken explained that the Governors Audit Working Group, on behalf of the full Council of Governors, had conducted work, in accordance with statutory guidance, to appoint the Trust's External Auditors. Ken explained that the Governors Working Group presented a recommendation to award the contract to Mazars at the closed Council of Governors on 20 December 2018. This was confirmed to have been fully ratified at the meeting with the full Council of Governors supporting the recommendation.

#### Non-Executive Director Appointments

Ken explained that the Nominations Committee, on behalf of the full Council of Governors, had conducted work, in accordance with statutory guidance, to appoint the two new Non-Executive Directors to the Trust. Ken explained that the Nominations Committee presented the recommendation to appoint David Arthur and Michael Robinson at the closed Council of Governors on 20 December 2018. The appointment of David Arthur and Michael Robinson were fully ratified at the meeting with the full Council of Governors supporting the recommendation to appoint both individuals as Non-Executive Directors.

#### Miriam Harte

Ken Jarrold advised that Miriam Harte was resigning from her role of Non-Executive Director at NTW to take up the role of Chair at Tees Esk and Wear Valley NHS Foundation Trust from the 1 April 2019. Ken extended congratulations to Miriam and wished her well in her new role. Ken explained that Margaret Adams and himself, as co-chairs of the Nominations Committee, would be meeting to consider the Non-Executive Director vacancy that this will create.

#### Legislative changes proposed by NHS England and NHS Improvement

Ken Jarrold informed the Council of the NHS England and NHS Improvement joint Board meeting that had taken place. Ken explained that discussions within the meeting had focused on changes to legislation to support integration in the NHS.


The Council of Governors received and noted the Chair's Report.

### 7. Chief Executive's Report

**Information**  
John Lawlor, Chief Executive

John Lawlor spoke to the enclosed Chief Executive's report to update the Council of Governors on Trust, Regional and National issues. John provided further details in relation to the Staff Awards, Cadabams visit, Centre for Ageing and Vitality, Operational Plan and Brexit Readiness Assessment.

In response to a question raised by Catherine Hepburn, John explained that NTW will be working with Cadabams Hospitals to support them to develop a state service that will provide services to the poorest 40% of the population. In terms of benefits to the Trust, John explained opportunities where NTW can support their learning and advised that we would benefit from undertaking joint research.

 CEO report 5 March 2019.pdf

### 8. Annual Declarations of Interest update

**Information**  
Corporate Affairs Manager

Jennifer Cribbes spoke to the enclosed report and explained that Governors are required to complete a declaration form on an annual basis in order to comply with the Foundation Trust Code of Governance. Governors were asked to provide their completed forms by 4 April 2019.

 8 - Annual Declarations of Interest update.pdf

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## 9. Quality Priorities

Decision  
Lisa Quinn

### Developing Quality Priorities for 2019-20: Update Report

Anna Foster spoke to the enclosed report to update Governors on the progress involved with developing a new quality priority for the financial year 2019-20. Anna commenced by providing a background on the Trust's four existing quality priorities which support the three long term quality goals.

Anna explained that the new quality priority that is being developed for 2019-20, is linked to the Equality, Diversity & Inclusion Strategy and aims to ensure that everybody can access services, regardless of their personal circumstances. The process undertaken to develop the Quality Priorities including staff and stakeholder engagement was explained. Anna confirmed that work was ongoing and that the final priorities would be presented to the Trust Board for final approval in March 2019.

Discussion took place regarding the importance of engaging with and improving links within different communities.


The Council of Governors received and noted the contents of the update report on Developing Quality Priorities for 2019-20

### Quality Account 2018/19

Anna spoke to the enclosed report on the Quality Account 2018/19 and advised of the requirement for the Council of Governors to choose one of the existing Quality Priorities for auditing. Anna circulated a voting form to all Governors present and advised that the results would be shared at the end of this meeting.

The Council of Governors received and noted the Quality Account 2018/19 and voted on the existing Quality Priority to be Audited.

 CoG Quality Priorities development update March 2019.pdf

 CoG March 2019 Quality Accounts CoG audit shortlist paper.pdf

## 10. Cumbria update

Verbal  
Lisa Quinn

John Lawlor provided a verbal report to update Governors on the current position in relation to the proposed transfer of Mental Health and Learning Disabilities Services (for the population of North Cumbria) to NTW. John explained the process and progress made so far that included the Board reviewing reports on due diligence, then Outline Business Case, then Full Business Case. John advised that at the February Board of Director meeting, the Board approved the transfer of services, subject to a number of conditions including transitional support and recurrent income. John further advised that it is anticipated that the CQC will inspect Cumbria Partnership Foundation Trust prior to our transfer of services. This would subsequently provide a report that will be a good baseline for improvement.

Furthermore, John explained that the CQC had confirmed that the services transferred would not impact on NTW's CQC rating for 2 years.

The next steps were explained which included the development of a Communications and Engagement Strategy and Independent Financial Review.

Ken Jarrold explained the impact on the NTW Council of Governors and advised that it is likely that the Council will require 2 new Governors (1 Local Authority and 1 Public Governor for Cumbria).

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## 11. Annual Plan and Finance update

**Discussion**  
James Duncan

James Duncan spoke to the enclosed report to update Governors on the Trust's Financial Position for 2018/19 and Planning for 2019/20.

James provided an update on the Trust's 2018/19 financial position and explained that the Trust has currently delivered a surplus at month 10 (January), which is slightly ahead of plan. James further explained that the Trust is forecasting to deliver the agreed Control Total by the end of the financial year.

James referred to the section of the report that provided the key points in respect of the Planning Guidance for 2019/20 and provided an update on the Trust's planning position for 2019/20 and draft Operational Plan 2019/20.

Discussion took place regarding the Trust's challenge to meet the efficiency target

In response to a question raised by Russell Bowman, James explained that the Trust has completed a lot of work to ensure that we have safe staffing levels on all wards. However, it was explained that more work is required to understand the staffing levels required for Community Services.

Cath Hepburn questioned the Asset Sales within the Key Forecast Financial Data table within the report. James explained that the Asset sale relates to a piece of land on the St George's Park site.

Denise Porter referred to the Agency Plan against Plan and Ceiling 2018/19 graph within the report and questioned if the staff position in months 1, 2 and 8 was a result of staff turnover or sickness. It was explained that work was ongoing to understand the figures relating to the staff position. John Lawlor clarified that the main challenge relates to medical staff and explained that the most expensive agency costs relate to consultant posts. John further advised that the Trust currently has 20 Consultant vacancies. The Trust's pool staff who can cover wards and a bank staff system was explained.

Ken Jarrold summed up and commented that the Trust was fortunate in having a relatively stable financial position.

The Council received and noted the contents of the Financial Position 2018/19 and Planning 2019/20.

 Finance Update 18 19 and Op Plan 19 20 (CoG March 19).pdf

## 12. Governors' Questions

**Verbal**  
Ken Jarrold, Chair

There were no questions raised by Governors.

## 13. Research and Development

**Simon Douglas**  
Head Of Research,  
Innovations & Clinical  
Effectiveness

Simon Douglas spoke to a powerpoint presentation to provide Governors with a general background on research, the NTW Research and Development strategy, current research grants and provide real-life examples of research.

Simon explained ways that Governors can get involved with research and recommended that anyone interested sign up to the Research e-bulletin. Simon advised that the annual Research Conference will be held on the 16 October 2019.

Rob Dudley spoke to a presentation on a specific research project that involves improving lives through Virtual Reality therapy. It was explained that the Virtual Reality technology provides individuals with experience of environments in a way that is not too anxiety provoking. It was explained that the automated therapist would increase the deliverability of treatment which can be delivered by a number of staff. Rob explained that the technology was being piloted as part of a three year funded trial to understand the benefits.

Peter Studd questioned if the Trust could afford the Virtual Reality technology and roll it out on a large enough basis for it to be effective. Rob explained that the developers are keen to make the technology affordable to enable it to benefit as many people as possible.

In response to a question raised by Annie Murphy, Rob explained that the Trust would be looking to start recruiting approximately 8 people per month to use the technology commencing in July 2019.

In response to a question raised by Russell Bowman relating to patient consent, it was confirmed that all patients would consent to use the technology.

Ken thanked Simon and Rob for their presentation and commended the practical studies conducted using technology that is designed to improve the lives of individuals with phobias.

## Governor Feedback, including:



14. Feedback from Governor Representatives on Board Committees

14.1. Feedback from Resource and Business Assurance Committee

Bob Waddell provided a verbal update to inform the Council of Governors on the business of the Resource and Business Assurance Committee. Bob confirmed that he was confident that the Committee was carrying out its function.

The Council of Governors received and noted the feedback from the Resource and Business Assurance Committee.

Verbal

Victoria Bullerwell & Bob Waddell, Governor Representatives

14.2. Feedback from Audit Committee

There was nothing significant to note in relation to the business of the Audit Committee.

Verbal

Victoria Bullerwell, Governor Representative

14.3. Feedback from Quality and Performance Committee

There was nothing significant to note in relation to the business of the Quality and Performance Committee.

Verbal

Margaret Adams & Anne Carlile, Governor Representatives

14.4. Feedback from Mental Health Legislation Committee

There was nothing significant to note in relation to the business of the Mental Health Legislation Committee.

Verbal

Fiona Grant Governor Representative

It was confirmed that Denise Porter and Fiona Grant were the Governor Representatives on the Mental Health Legislation Committee.

Ken Jarrold advised that Michael Robinson, Non Executive Director was the new Chair of the Mental Health Legislation Committee.

The Council of Governors received and noted the feedback relating to the Mental Health Legislation Committee.

15. Feedback from Governors Working Groups and Committees

Verbal

Committee Representatives/ Working Group Chairs

15.1. Update from the Nominations Committee

Ken Jarrold advised the Council of Governors that Margaret Adams and himself, as co-chairs of the Nominatons Committee, would be considering how to appoint to the Non-Executive Director vacancy.

Verbal

Ken Jarrold/ Margaret Adams, Co-Chairs

15.2. Update from the Governors Steering Group

Ken Jarrold advised that the Governors Steering Group would like to recommend that Margaret Adams is appointed to the role of Deputy Lead Governor.

Verbal

Ken Jarrold

The Council of Governors unanimously approved the appointment of Margaret Adams to the role of Deputy Lead Governor.

15.3. Update from the Governors Quality Group

Margaret Adams provided a verbal update on the business of the Governors Quality Group. Margaret advised that the group had appointed two new vice chairs due to the departure of the previous chair Lisa Strong. The two vice chairs were confirmed to be Anne Carlile and Russell Bowman.

Verbal

Margaret Adams, Chair

Margaret advised that the next meeting of the Quality Group would be held on 21 March 2019, 9.30 - 12.00 in Conference Room 3 at Walkergate Park.

Margaret further reminded the Council of the Quality event on the 11 April at Newcastle Civic Centre.

The Council of Governors received and noted the update from the Governors Quality Group.

16. Feedback from External Events and Meetings

There was no feedback reported from external meetings and events.

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16.1. Feedback from the Governor Advisory Committee

Anne Carlile reminded the Council of the NHS Providers Regional Governors' Development Workshop that was being held the next day in Newcastle.

Verbal  
Anne Carlile

Items for information (discussion by exception only)

17. Board of Directors Minutes:

Information  
Ken Jarrold, Chair

Ken Jarrold advised that the minutes of the Board of Directors meetings were enclosed for information.

There were no questions raised by Governors relating to the minutes.

The Council of Governors received and noted the minutes of the Board of Directors meetings held on the 24 October 2018 and 28 November 2018.

17.1. 24 October 2018

Item 17.1 Board of Directors Meeting minutes 24 October 2018.pdf

17.2. 28 November 2018

Item 17.2 Board of Directors Meeting minutes 28 November 2018.pdf

18. Any other business

Ken Jarrold, Chair

Ken Jarrold announced the results of the vote on the Quality Priority to be Audited. The results were confirmed to be:

- 1 = Embedding Triangle of Care
- 5 = Waiting times
- 8 = Improving the Inpatient experience

There being no further business, the Chair declared the meeting closed.

19. Date, time and venue of next meeting:

Ken Jarrold, Chair

The next Council of Governors meeting held in public Tuesday, 14 May 2019, 2 pm to 4 pm. Walkergate Park, Benfield Road, Newcastle, NE6 4QD.

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# Northumberland, Tyne and Wear NHS Foundation Trust

## Council of Governors Meeting

**Meeting Date:** 14 May 2019

**Title and Author of Paper:** Chief Executive's Report  
John Lawlor, Chief Executive

**Paper for Debate, Decision or Information:** Information

### Key Points to Note:

#### Trust updates

1. North Cumbria Mental Health and Learning Disability Services
2. Mental Health services in Bengaluru

#### Regional updates

3. Integrated Care System

#### National updates

4. Clinically Led Review of Access Standards
5. Financial Framework for Integrated Care Systems
6. Kings Fund Report: Outcomes for Mental Health

**Outcome required:** For information

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# Chief Executive's Report

14 May 2019

## Trust updates

### 1. North Cumbria Mental Health and Learning Disability Services

Following the approval of the Full Business Case early this year the Trust is now working collaboratively with Cumbria Partnership NHS FT (CPFT) on the improvement and transfer of North Cumbria Mental Health and Learning Disability Services to Northumberland Tyne and Wear NHS FT (NTW).

The Trust is now in the implementation phase and plans are in place to ensure the smooth transfer of services to be in place by 1<sup>st</sup> October 2019. A key element of the implementation phase is the successful recruitment and retention of a skilled workforce. The Trust, through collaboration with CPFT, is intending that a very significant element of the much needed workforce will come from the existing staff either through TUPE or recruitment processes.

Communication and engagement with staff and key stakeholders has commenced in April and senior leaders from NTW are working with colleagues in CPFT to ensure visibility over the coming months.

### 2. Mental Health services in Bengaluru

In March 2019 we were pleased to see an Indian press launch of the MoU which NTW signed with a large mental health care provider in India. This was a culmination of three years familiarisation which has included visits to Bengaluru (added to recruitment and academic initiatives), and a week's visit to NTW by the Indian provider in February 2019.

The purpose of this knowledge partnership is to enable the two organisations to learn from each other and to also develop new initiatives in delivering care in addictions, school mental health, and community pathways which follow the ambitions of Ayushman Bharat (Modi Care). At present, addictions care in India is delivered primarily in inpatient settings and community provision needs to be developed. The Schools Mental Health program is well developed but new in India, and NTW can learn from their approach, whilst influencing training and further development. State or private provider supported community mental health care is at an early stage in India. There are challenges of reaching all parts of the population.

NTW will work with this provider to devise and develop community care pathways. Another mental health provider from Chennai are in discussions about whether we could support their development of pathways focussing on community care, neurodevelopmental disorders, care of the elderly and liaison mental health. The next steps are to establish a representative group from NTW and the international organisations to scope and develop these work-streams further.

## Regional updates

### 3. Integrated Care Partnerships (ICPs)/Integrated Care System (ICS)

The Board of Directors are considering the ICS Annual Plan. This has been developed through partner engagement across all localities with involvement of the Trust. The plan has been submitted to NHS England for review. The Trust continues to engage at all

levels across the ICS and within the Mental Health and Learning Disabilities work-streams.

The ICS plan is supported by plans from four ICPs, and the Trust has been actively engaged in the development of the plans for two of these in the North and Central ICPs. We continue to ensure that Mental Health and Learning Disabilities features strongly in these plans and have supported their submission in line with the national timetable. The plans are consistent with the Trust's Operational Plan for 2019/20.

## **National updates**

### **4. Clinically Led Review of Access Standards**

Professor Stephen Powis, National Medical Director for NHS England issued the outcome of the clinically led review of access standards in March 2019, following on from the publication of the Long Term Plan. This sets out the proposals for future access standards across the NHS and it is pleasing that mental health is the first area addressed in the document. As expected the document reaffirms the commitment to existing standards set out in the Five Year Forward View concerning Improving Access to Psychological Therapies and Early Intervention in Psychosis, but also sets trajectories for the roll out of core 24 liaison psychiatry services across children's and adult services. It then goes on to propose new access standards as follows:

- Expert assessment within hours for emergency referrals; and within 24 hours for urgent referrals in community mental health crisis services. Appropriate timeframes for assessment will be road tested.
- Access within one hour of referral to liaison psychiatry services and children and young people's equivalent in A&E departments.
- Four-week waiting times for children and young people who need specialist mental health services. This will be tested across 12 national pilot schemes that have already been chosen to test for deliverability.
- Four-week waiting times for adult and older adult community mental health teams. This will be tested across selected Integrated Care Systems, including developing Primary Care Networks, and national funding will be available to pilot schemes

The expectation is that the standards will be met within the Mental Health Investment Standard and the Trust will commence planning for delivery over the coming years. The approach to developing a comprehensive set of access standards is welcome as is the process of testing for deliverability before the roll-out of the targets.

### **5. Financial Framework for Integrated Care Systems**

Julian Kelly, Chief Financial Officer for NHS England and NHS Improvement published the framework in a letter issued on 4<sup>th</sup> April 2019. In it he confirms that Provider Sustainability Funding will be phased out in 2020/21 with funding diverted to the Financial Recovery Fund. In the transitional year of 2019/20, ICSs can sign up to a joint control total. This will mean that a proportion of the Provider Sustainability Funding will be linked to delivery across the ICS as a whole rather to individual organisational performance. This would mean an organisation could fail to deliver but the system could still receive funding if they remained on track overall.

ICSs can opt into this system and determine how much sustainability funding should be linked to system wide delivery, as long as it is a minimum of 15%. At this stage there are no plans for the North Cumbria and the North East ICS to submit such an application and the Board will be kept apprised of any change in this position. Systems that opt into the process will be eligible for a share of additional transformation funding. Systems wishing to apply for a system wide control total need to submit an application by 26<sup>th</sup> April.

## **6. Kings Fund Report: Outcomes for Mental Health**

An excellent report has been produced by the Kings Fund and this is attached as *Appendix 1*. It is a very thoughtful look at what matters to people who experience mental ill health and advocates a much personalised approach, recognising the dangers of setting targets which might adversely affect the relationship between people and those who support them. The paper will be considered across the Trust as we develop our thinking towards an outcome based approach.

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# Northumberland, Tyne and Wear NHS Foundation Trust

## Council of Governors Meeting

**Meeting Date:**

**Title and Author of Paper:** Council of Governor Terms of Reference, Jennifer Cribbes, Corporate Affairs Manager

**Director Lead:** Debbie Henderson, Deputy Director of Communications and Corporate Affairs

**Paper for Debate, Decision or Information:**  
Decision

### **Why is this paper coming to the Council of Governors?**

It is good practice to review the Council of Governors Terms of Reference on an annual basis to ensure they are up to date.

The Council of Governors is responsible for approving its Terms of Reference.

The Terms of Reference are presented to the Council of Governors for approval.

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## **Council of Governors Terms of Reference**

### **Purpose**

The role of the Council of Governors is derived from Schedule 7 and other sections of the National Health Service Act 2006 as amended by the Health and Social Care Act 2012, Monitor's "Code of Governance" and Monitor's "Your statutory duties, a reference guide for NHS foundation Trust governors. Each Foundation Trust must have a constitution, which defines how it will operate from a governance perspective.

The general duties of the Council of Governors are: (1) to hold the Non-Executive Directors individually and collectively to account for the performance of the Board of Directors, and (2) to represent the interests of the members of the NHS foundation trust as a whole and the interests of the public.

### **Membership**

The Council of Governors shall be comprised of the following members:

- Trust Chair
- Public Governors
- Service User Governors
- Carer Governors
- Staff Governors
- Appointed Local Authority Governors
- Appointed Governors from the Community and Voluntary Sector
- Appointed Governors from Universities

No deputies are permitted to represent governors.

Members are expected to attend all meetings of the council and the committees of which they are a member, or give timely apologies if absence is unavoidable.

### **In attendance**

The following officers will also be in attendance at meetings of the Council of Governors:

- Chief Executive
- Deputy Director of Communications and Corporate Affairs (Company Secretary)
- Executive Director(s) as appropriate
- Corporate Affairs Manager
- Corporate Affairs Officer
- Other Non-Executive Directors (including the Senior Independent Director)
- Other Trust representatives as requested by the Chairman of the Council of Governors

## **Chair arrangements**

The Chair shall be the Chairman of the Council of Governors. The Vice-Chair of the Trust shall chair meetings in his/her absence.

Should the Chairman of the Council of Governors and the Trust's Vice-Chair be unable to chair the meeting, then the Senior Independent Director shall chair the meeting.

Should the Chairman of the Council of Governors, the Vice-Chair and the Senior Independent Director be unable to chair the meeting, then another Non-Executive Director shall chair the meeting.

Should the Chairman of the Council of Governors, or any other Non-Executive Director (including the Senior Independent Director) be unable to chair the meeting, then the Lead Governor shall chair the meeting.

## **Quorum and decision making**

One third of members of the Council of Governors in post at the time of the decision shall constitute a quorum, including at least 50% from the Public and Service User and Carer's constituencies and one Governor from the Staff constituency.

Voting arrangements for the Council of Governors shall be taken in line with the Trust's Constitution.

## **Frequency of meetings**

Meetings of the Council of Governors shall be held no less than four times per year.

In addition, a general meeting no later than the 30 September shall be held to receive and consider the annual accounts, audit report and the annual report. This meeting may take place at the same time as the Trusts' Annual Members' Meeting.

## **Secretarial support**

The Chief Executives Directorate, via the Deputy Director of Communications and Corporate Affairs, shall provide secretarial support to the meetings.

## **Committees and sub-groups**

Committees and groups reporting to the Council of Governors are:

- Governors Quality Group
- Governors Steering Group (including Membership engagement)
- Governors Audit Working Group
- Governors Constitution Group
- Governors' Nomination Committee

The Council of Governors will receive quarterly updates, either written or verbal, from the Governors' Sub-Group representatives.

## General duties of the Council of Governors

The general duties of the council of governors are to:

- Hold the non-executive directors individually and collectively to account for the performance of the board of directors
- Represent the interests of the members of the Trust as a whole, and the interests of the public.

Other statutory responsibilities of the council of governors are to:

- Appoint and, if appropriate, remove the chair and other non-executive directors
- Decide the remuneration and allowances, and the other terms and conditions of office, of the chair and other non-executive directors on the recommendation of the Governor nomination committee
- Approve the appointment of the chief executive
- Appoint and, if appropriate, remove the Trust's External Auditor
- Receive the Trust's annual accounts, any report of the auditor on them and the annual report (including the Quality Account)
- Approve any annual increases of more than 5% in the Trust's non-NHS income
- Approve significant transactions (as specified in the constitution)
- Approve mergers or acquisitions or separations (as specified in the constitution)
- Approve amendments to the constitution (note that the Board of Directors also has a statutory duty to approve amendments to the Trust's constitution)
- Determine that any proposals in the forward plan for non-NHS income will not interfere with the Trust's principal purpose and notify the Trust's directors of the decision.

Other duties of the Council of Governors are to:

- Provide views to the Board of Directors on the strategic direction of the Trust to inform the trust's forward plan
- Approve the Trust's Membership Engagement Strategy
- Regularly feedback information about the Trust to the membership and act as ambassadors in order to raise the profile of the Trust's work with the public and other stakeholders
- Comply with the NHS Foundation Trust Code of Governance
- Notify NHS Improvement (Monitor), via the Lead Governor, if the Council of Governors is concerned that the Trust is breaching its Licence, if concerns cannot be resolved at the local (Trust) level
- Approve the allocation of Governors to sub-committees of the Council of Governors, working groups and any joint working groups set up by the Board of Directors.
- Participate in opportunities to engage with services such as PLACE assessments and site visits.
- Approve the appointment and the role of the Lead Governor.
- Approve the removal from office of a Governor in accordance with the procedure set out in the Trust's Constitution.

- Approve jointly with the Board of Directors the procedure for the resolution of disputes and concerns between the Board of Directors and Council of Governors, with support from the Company Secretary

### **Monitoring and review**

The Council of Governors will carry out an annual review of its effectiveness and efficiency in the discharge of its responsibilities and achievement of its objectives. All members of the Council of Governors are expected to engage in the annual review of its own effectiveness.

### **Review date**

These Terms of Reference will be reviewed on an annual basis.

Northumberland, Tyne and Wear  
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# Northumberland, Tyne and Wear NHS Foundation Trust

## Council of Governors' Meeting

**Meeting Date:** 14 May 2019

**Title and Author of Paper:** Provider License Self-Certification FT4(8)  
Annual Board Statement - Training of Governors

**Paper for Debate, Decision or Information:** Decision

### **Why is this paper coming to the Council of Governors?**

The Board of Directors is required to sign a Board Statement, having regard to the views of the Governors, confirming that during the financial year recently ended (2018/19) the Trust has provided the necessary training to its Governors to ensure they are equipped with the skills and knowledge they need to undertake their role. The statement has to be submitted by the end of June.

The paper attached summarises the evidence to support the completion of the Statement by the Board of Directors.

The Council of Governors is asked to confirm that they are happy to recommend to the Board of Directors, completion of the Board Statement confirming that the Trust provided the necessary training to its Governors during 2018/19.

### **What will happen as a result of Governors contribution? :**

The Board of Directors will review the evidence provided to support the completion of the Board Statement and take note of the Governors response.

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## Training of Governors Statement

**The Board is satisfied that during the financial year most recently ended (2018/19) the Trust has provided the necessary training to its Governors, as required in section 151 (5) of the Health and Social Care Act, to ensure they are equipped with the skills and knowledge they need to undertake their role.**

### **Evidence:**

The Trust's Council of Governors includes both elected and appointed governors. The Trust values their role and is committed to ensuring they are equipped with the skills and knowledge they need to undertake their role through the provision of appropriate training and development.

This includes:

- An induction programme for newly appointed Governors;
- Individual meetings with the Chair, on appointment to identify their areas of particular interest and existing skills, and on-going one to one meetings with the Chair;
- The provision of a Governor Handbook, including (i) general and Trust information and signposting to other resources, e.g. the Trust Constitution, Monitor's Code of Governance, etc, (ii) Council of Governors role and signposting to other information, e.g. Monitor's reference guide on governors' statutory duties, Council of Governors' committees' and groups' terms of reference, and (iii) Board of Directors' information, e.g. Board terms of reference, Trust governance arrangements, etc. The handbook is issued to governors on induction and involves an overview of the contents;
- Council of Governors' engagement sessions on specific / pertinent issues, were held during 2018/19 and focused of the following topics
  - Long Term Plan and Planning Guidance,
  - NTW North Cumbria Services Proposal,
  - Integrated Care System proposals,
  - Trust Innovation and Valued Care in Mental Health,
  - Staff Wellbeing and Staff Survey results,
  - Trust Strategy update and;
  - Mental Health Legislation.
- Presentations and facilitated discussions at the Council of Governor Meetings on specific subjects, these included
  - Quality Priorities
  - Quality Account
  - NTW North Cumbria Services Proposal,
  - Annual Plan and Finance update
  - Research and Development
  - Appointment of Auditors

- Joint STP Arrangements in Cumbria and the North East
- NTW Solutions update
- Involvement in Council of Governors' Committees and Working Groups enabling them to gain specific skills and knowledge, these include the Nominations Committee and Quality Sub-Group;
- All Trust committees have representative Governors attending as observers, linking back to the Governors meeting to improve the flow of information and providing assurance;
- Attendance at key Trust Events, e.g. 'Valuing Excellence' staff awards, Annual Members Meeting to learn more about the Trust;
- Visits to wards and departments, conducting Patient-led assessments of the care environment (PLACE)
- Governor Representatives visited EAST London Foundation Trust (ELFT) to gain an understanding of their people participation team and governor involvement. This was followed up with ELFT presenting and sharing their journey at a NTW Council of Governors Engagement Meeting.
- Providing management briefings out with Council of Governors meetings, e.g. weekly communications briefing to keep governors up to date with Trust activity, opportunities for training, media interest; development and involvement where appropriate.
- Governors have attended NHS Providers Governor Workshops.
- Providing external information and guidance, e.g. from the CQC, foundation trust network etc.

The Council of Governors meetings for 2018/19 were as follows:

- 17 May 2018
- 11 September 2018
- 6 November 2018
- 5 March 2019

The Council of Governor' Engagement Sessions for 2018/19 were as follows:

- 5 April 2018
- 14 June 2018
- 11 October 2018
- 7 February 2019

The steering group has the opportunity to discuss and agree the agendas for both formal meetings and engagement sessions, and all governors are invited to suggest topics for future development opportunities.

Signed on behalf of the Board of Directors, and having regard to the views of the Governors.

Signature  
Name  
Capacity  
Date

Signature  
Name  
Capacity  
Date

Northumberland, Tyne and Wear  
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# Board of Directors Meeting (PUBLIC)

23 January 2019, 13:30 Absent 15:30  
Ferndene, Prudhoe, NE42 5PB

## Attendees

### Board members

Ken Jarrold (Chair) , John Lawlor (Chief Executive) , David Arthur (Non-Executive Director) , Les Boobis (Non-Executive Director) , Alexis Cleveland (Non-Executive Director) , James Duncan (Executive Director of Finance and Deputy Chief Executive) , Miriam Harte (Non-Executive Director) , Peter Studd (Non-Executive Director) , Lynne Shaw (Acting Executive Director of Workforce and Organisational Development) , Rajesh Nadkarni (Executive Medical Director) , Lisa Quinn (Executive Director of Commissioning and Quality Assurance) , Michael Robinson (Non-Executive Director)

### In attendance

Debbie Henderson (Deputy Director Communications and Corporate Affairs) , Anthony Deery (Group Nurse Director) , Damian Robinson (Group Medical Director) , Jennifer Cribbes (Corporate Affairs Manager)

### Apologies

Gary O'Hare (Executive Director of Nursing and Chief Operating Officer)

## Meeting minutes

### 1. Service User/Carer Experience

Information

Ken Jarrold opened the meeting and welcomed those in attendance.

A special welcome was extended to new attendees including Debbie Henderson, Deputy Director of Communications and Corporate Affairs, Michael Robinson, Non-Executive Director, David Arthur, Non-Executive Director and Anthony Deery, Group Nurse Director, South.

A service user attended the Board to share their personal experience of Mental Health Services from providers including NTW. They described their experience of diagnosis, repeated Mental Health Act sections and secure services.

John Lawlor explained that the Trust would be developing new ways of working as a result of the recent review conducted on the Mental Health Act. John asked the service user if they would be interested in being involved in the work looking at how the Trust can implement the changes.

Rajesh Nadkarni provided further information in relation to the Mental Health Act review, the involvement of service users and carers, and some of the changes including the increased focus on patient choice and involvement.

Lisa Quinn referred to a conversation she had previously with the service user regarding their interest in becoming a peer support worker within the Trust. Discussion took place regarding the real value of peer support workers and the Board was asked to consider what the Trust strategy would be in relation to the peer support worker posts.

Ken Jarrold thanked the service user on behalf of the Board for sharing their story and wished them the very best for the future.

### 2. Apologies

Information  
Chair

Apologies were received from:  
Gary O'Hare, Executive Director of Nursing and Chief Operating Officer.

### 3. Declarations of Interest

Information  
Chair

There were no conflicts of interest declared for this meeting.

### 4. Minutes of the previous meeting: Wednesday 28 November 2018

Decision  
Chair

The Board agreed that the minutes of the 28 November 2018 were a true and accurate record of the meeting.

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5. Action list and matters arising not included on the agenda

Discussion  
Chair

Matters arising

Following the patient experience story shared at the November Board meeting, John Lawlor advised the Board that Sarah Rushbrooke, Group Director and himself would meet with the service user in the near future to discuss the details shared at the meeting.

Item (5) Crisis Team phone lines

In the absence of Gary O'Hare, the Board agreed to defer this action.

6. Chair's Remarks

Information  
Chair

Ken Jarrold provided a verbal update and referred to the NHS Long Term Plan and creation of new NHS Structures. Ken advised of the importance of having honest and realistic timescales for the areas of change detailed in the Long-Term Plan.

The Board received and noted the Chair's Remarks.

7. Chief Executive's Report

Information  
Chief Executive

John Lawlor spoke to the enclosed Chief Executive's report to provide the Board with Trust, Regional and National updates. John provided further details in relation to the Staff Survey, seasonal 'flu campaign, North Cumbria, Brexit planning and the NHS Long Term Plan.

Lynne Shaw spoke to the Staff Survey section of the report and advised that the draft results appear to be similar to those reported the previous year. Lynne explained that a full report would be presented at a future Board of Directors meeting once further analysis had been completed.

John Lawlor spoke to the 'flu campaign section of the report and advised that 73% of staff had received a 'flu vaccine to date. It was explained that the Trust is continuing to campaign for staff to receive the vaccine as 98 more front line staff are required to be vaccinated in order for the Trust to achieve the herd immunity standard. It was further explained that the Department of Health will send an anonymous survey to staff who have refused to receive a vaccination to understand the reason why.

John spoke to the section of the report on North Cumbria and referred to a number of meetings where the Board had discussed and considered the possibility of transferring the delivery of Mental Health and Learning Disabilities Services (for the population of North Cumbria) to NTW. John advised that a full business case would be presented to the Board in February.

John referred to the section of the report on Brexit and highlight the 7 key areas that were identified in National guidance which required all Health & Adult Social Care Organisations to take action. John explained that the Board had reviewed the Trust's contingency plans within a Board Development meeting that had been held earlier that morning.

Finally, John spoke to the section of the report on the Long Term Plan and referred to the content that focused on Mental Health.

The Board received and noted the contents of the Chief Executive's report.

Quality, Clinical and Patient Issues

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## 8. Safer Care Report (Q3) Including learning from deaths

Executive Director Of  
Nursing/ Chief Operating  
Officer

Damian Robinson spoke to the enclosed report to update the Board on safety related activity for the period October to December 2018. Further detail was provided in relation to the review of deaths occurring in alcohol and drug services, the body camera pilot, Sleep Well campaign and use of mechanical restraint.

Damian explained that the report included Infection Prevention and Control incidences for the first time. However, as the Trust has had no reportable infections, there was no data to include in the report. Damian explained that the infections within the report were lower level infections that had not progressed to Severe Sepsis.

In relation to complaints, Damian explained that cases had significantly decreased.


In response to a question raised by John Lawlor in relation to the section of the report that shows that three MRSA Infection incidents had been recorded, Damian reassured the Board that the Trust has had no reportable MRSA Infections.

In response to a question raised by Peter in relation to the increase in the use of mechanical restraint, Damian explained that the use of mechanical restraint can be increased significantly by a very small number of service users. Damian further advised that the incidences where mechanical restraint had been used were within highly specialist learning disability services. Peter requested further assurance that restraint was being used appropriately. Miriam Harte explained that the use of mechanical restraint had been discussed in detail within the Trust's Quality and Performance Committee and assurance had been provided that mechanical restraint is used very cautiously. Miriam explained that incidences, where there is no other option other than the use of mechanical restraint, have to be signed off by a Clinical Director prior to being used.

Lisa Quinn made the Board aware that the CQC are undertaking a thematic review on the use of restraint and seclusion within the Trust. Lisa explained that the CQC would be visiting Ferndene in February as part of the review.

Les Boobis asked Grahame Errington his opinion on the use of Mechanical Restraint. Grahame explained that in his view the use of restraint depends on the circumstances. Grahame further explained that medication had been used in the past to help with restraint and the use of medication was helpful. Alexis Cleveland thanked Grahame for his views and commented that it was interesting to hear the views of a service user.

The Board received and noted the contents of the Safer Care Report for Quarter 3 that included learning from deaths.

 8. Q3 Safer Care Report (including Learning From Deaths) January 19 FINAL....pdf

## 9. Safer Staffing Levels (Q3) Including 6 monthly skill mix review

Executive Director Of  
Nursing/ Chief Operating  
Officer

Anthony Deery, spoke to the enclosed report to provide the Board with an update in relation to safer staffing levels and skill mix analysis for the quarter 3 period. Anthony commenced by explaining the report and its purpose for the benefit of new Board members in attendance.

Anthony confirmed that there had been no incidences of harm attributed to a variance in safer staffing levels in the quarter. It was explained that work was ongoing to develop the nursing workforce and create opportunities where the nursing workforce can be complemented by different staff groups.

Ken Jarrold commended the initiatives that had been set out in the report and made particular reference to the launch of the apprenticeship programme.

The Board received and noted the contents of the Safer Staffing report for quarter 3 that included the 6 monthly skill mix review.

 9. Safer Staffing Levels Quarter 3 Report inc monthly skill mix For Trust B...pdf

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## 10. Guardians of safe working hours annual update

### Discussion

Executive Medical Director


Rajesh Nadkarni spoke to the enclosed report to update the Board on safe working hours of Junior Doctors, January to December 2018. Further detail was provided in relation to the junior doctor contracts, exception reports received for the period and agency locum bookings.

Rajesh advised that the Trust had submitted an expression of interest to obtain funds that had been allocated by Matt Hancock, Secretary of State as part of the BMA Fatigue and Facilities charter. Rajesh explained that the funds are to be spent by the Guardian of each Trust to improve the working conditions of Junior Doctors.

Peter Studd referred to the number of exception reports submitted and questioned if Junior Doctors were under reporting. Rajesh explained that more exception reports had been submitted for areas known to have experienced pressure which would be expected.

Les Boobis commented on his experience as a Junior Doctor and explained some areas that he felt were an important part of a Junior Doctor's development that will no longer be experienced.

 10.1 Guardian of safe working hours cover sheet.pdf

 10.2 Guardian of Safe Working Hours Annual Report Trust Board Dec 17 to Dec 18 Report.pdf

## 11. Service User and Carer experience (Q3)

### Discussion

Executive Director Of

Commissioning And Quality

Assurance

Lisa Quinn spoke to the enclosed report to update the Board on the service user and carer experience feedback received for quarter 3. Lisa explained that the number of responses had reduced in quarter 3. However, the number of responses was an improvement from the same period in 2018 and 2017.

Miriam Harte highlighted the incidents where allegations had been made against staff and raised the importance of ensuring staff are appropriately supported.

In response to a question raised by James Duncan regarding the difference in response rates between NTW and a comparable Trust, Lisa explained the difference in methodology used and clarified that NTW collects data from a wider range of service users.

The Board received and noted the Service User and Carer Experience report for quarter 3.

 11. BoD Service User and Carer Report Q3 2018/19.pdf

## 12. Commissioning and Quality Assurance Report (Q3, Month 8 and 9)

### Discussion

Executive Director Of

Commissioning And Quality

Assurance

Lisa Quinn spoke to the Commissioning and Quality Assurance report to update the Board in relation to the Trust's position against the Single Oversight Framework (SOF). Lisa advised that the report was similar to what had been reported during the previous quarter.

Lisa explained that a lot of work had been completed in relation to key pressure such as waiting times. However, there had been a slight increase in staff sickness which is following the seasonal trend.

Alexis Cleveland informed the Board that staff sickness rates had been reviewed in detail at the Quality and Performance Committee. Discussion took place regarding the policies, processes and support mechanisms in place in relation to supporting staff which was agreed to be very good. The need to understand how managers are applying the policy and processes was raised to ensure the consistency of application across services.

Ken Jarrold advised that the Trust needs to focus on understanding how consistently the policies and process are applied.

The Board received the Integrated Commissioning and Quality Assurance report.

 12. BoD Monthly Commissioning & Quality Assurance report Month 9.pdf

## 13. Board Assurance Framework and Corporate Risk Register (Q3)

### Discussion

Executive Director Of

Commissioning And Quality

Assurance

Lisa Quinn spoke to the Board Assurance Framework and Corporate Risk register and advised that all risks had been reviewed at the relevant Board Sub-Committees the week prior. Lisa referred to conversations that took place at the Audit Committee and advised that she would be meeting with David Arthur, Chair of the Audit Committee in the near future to look at developing systems and processes further. This included how the report could be adapted to demonstrate trends.

The Board received and noted the Board Assurance Framework and Corporate Risk Register.

 13.1 BoD - Trust-Wide Risk Management Report January 2019 v2.pdf

 13.2 BoD - Trust-Wide Risk Management Report - Appendix 1.pdf

 13.3 BoD - Trust-Wide Risk Management Report - Appendix 2.pdf

 13.4 BoD - Trust-Wide Risk Management Report - Appendix 3.pdf

## 14. Visit feedback themes (Q3)

Anthony Deery presented the report to update the Board on visits that had been undertaken by senior leaders during the last quarter and the issues raised. Anthony explained that there were no significant themes arising from the visits. However, references relating to the enthusiasm of staff, examples of shared learning and use of digital technology were highlighted.

In response to a question raised by Miriam Harte, Ken Jarrold explained that Debbie Henderson would be looking to organise a visit programme for Non-Executive Directors in the near future.

Discussion took place relating to the format of the report and why comments were anonymous. It was agreed that Anthony Deery would review the report and suggest ways that it could be presented differently.

The Board received and noted the content of the Visit Feedback Themes report for the quarter 3 period.

 14. Feedback from Service Visits (Q3 - Oct to Dec 2018).pdf

### Decision

Executive Director Of  
Nursing/ Chief Operating  
Officer

## Strategy and Partnerships

### 15. NHS Long Term Plan and Planning Guidance

James Duncan referred to the enclosed report to update the Board on the NHS Long Term Plan and Planning Guidance 2019-20. James highlighted the key elements of the Plan and its implications and opportunities. James pointed out that the Long Term Plan contains a good blueprint for the future NHS but it was recognised that the delivery of the plan would be very challenging due to ongoing financial pressures.




Ken Jarrold welcomed the Plan which was said to demonstrate a strong commitment to the NHS and its principles.

Further detail was provided in relation to the Plan's emphasis on system planning, investment from CCGs in line with the Mental Health Investment Standard (MHIS), Control Totals for 2019/20 and the ongoing work within the Trust to develop the budgets for each of the Groups.

In response to a question raised by David Arthur in relation to the plan's reference to the use of technology, it was explained that the Trust was exploring a wide range of avenues for developing the use of technology including testing the roll out of digital consultations.

Ken Jarrold informed the Board that he had recently visited the Trust's Information Department and was very impressed.

The Board received and noted the NHS Long Term Plan and Planning Guidance report.

-  15.1 Planning Guidance 1920 (Board).pdf  
 15.2 nhs-long-term-plan-nhs-providers-on-the-day-briefing-7-january-2019.pdf  
 15.3 NHS Operational planning and contracting guidance OTDB.pdf

### Information

Deputy Chief Executive/  
Executive Director Of  
Finance

## Regulatory

### 16. Briefing note on the Independent Review of the Mental Health Act (MHA) 1983 published December 2018

Rajesh Nadkarni spoke to the enclosed report to update the Board on the Independent Review of the Mental Health Act. Further detail was provided in relation to areas of change and the focus on patient choice.

The Board received and noted the briefing note on the Independent Review of the Mental Health Act 1983 published December 2018.

 16. Independent Review of the Mental Health Act 1983 FINAL.pdf

### Discussion

Executive Medical Director

### 17. Quarterly Report to NHS Improvement and submissions

Lisa Quinn referred to the enclosed report to highlight to the Board the information submitted to external regulators for the quarter 3 period.

The Board received and noted the Trust's quarter 3 position.

 17. BoD Quarterly Report on NHS Improvement (Single Oversight Framework) Q3 2018-19.pdf

### Discussion

Executive Director Of  
Commissioning And Quality  
Assurance

## Minutes/Papers for Information

18. Committee updates

There was nothing significant to report.

Information  
Non-Executive Directors

19. Council of Governors' Issues

Ken Jarrold provided a verbal update on the Council of Governors' current issues and advised that he is currently meeting new Governors on a one to one basis. Ken explained that he was impressed with the Governors' skills and knowledge and explained that two of the new Governors had a strong interest in Children and Young People's Services.

Ken further advised that the Council of Governors' Induction had taken place the previous week and good feedback had been received.

The Board received the Chair's update on Council of Governor issues.

Information  
Chair

20. Any other Business

There was no further business to note for this meeting.

Chair

21. Questions from the Public

There were no members of the public in attendance.

Discussion  
Chair

Date, time and place of next meeting:

22. Wednesday, 27 February 2019, 1:30 pm to 3:30 pm, Board Room, St Nicholas Hospital, Gosforth, NE3 3XT.

Information  
Chair

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# Board of Directors Meeting (PUBLIC)

27 February 2019, 13:30 to 15:30  
Board Room, St Nicholas Hospital, Gosforth, NE3 3XT

## Attendees

### Board members

Alexis Cleveland (Non-Executive Director) , Peter Studd (Non-Executive Director) , Miriam Harte (Non-Executive Director) , James Duncan (Executive Director of Finance and Deputy Chief Executive) , Lynne Shaw (Executive Director of Workforce and Organisational Development) , Les Boobis (Non-Executive Director) , John Lawlor (Chief Executive) , Gary O'Hare (Executive Director of Nursing and Chief Operating Officer) , Rajesh Nadkarni (Executive Medical Director) , Lisa Quinn (Executive Director of Commissioning and Quality Assurance) , Ken Jarrold (Chair) , Michael Robinson (Non-Executive Director)

### In attendance

Debbie Henderson (Deputy Director of Corporate Affairs and Communications) , Melanie Bash (Lead Consultant Clinical Psychologist (for item 1 only)) , Angela Shields (Clinical Lead (for item 1 only)) , Dr Dipo (Specialty Doctor (for item 1 only)) , Claire Hay (Occupational Therapist (for item 1 only)) , Simon Mason (Clinical Lead Chaplain (for item 14 only)) , Andrew Cole (Consultant Psychiatrist (for item 14 only)) , Esther Cohen Tovee (Director of AHPs and Psychological Services (for item 14 and 15 only)) , Janice O'Hare (Cumbria Programme Lead (item 13 only)) , Anne Moore (Group Nurse Director Safer Care (for item 16 only))

## Meeting minutes

### 1. Service User/Carer Experience

Ken Jarrold opened the meeting and welcomed those in attendance.

A special welcome was extended to two service users and members of staff in support. The service users shared their personal experience of Mental Health Services provided by NTW, and described their experience of care and treatment in the Richardson Intensive Eating Disorder Service.

John Lawlor expressed his appreciation for sharing their story with the Board and acknowledged the lack of support services available to those suffering from eating disorders before they enter the hospital/acute environment. John suggested that the Trust engage with users of the service as part of the future development of services, particularly out-patient facilities.

Ken Jarrold thanked the service users on behalf of the Board for sharing their story and wished them the very best for the future.

#### Information

Melanie Bash, Lead  
Consultant Clinical  
Psychologist/ Angela  
Shields, Clinical Lead/ Dr  
Dipo, Specialty Doctor/  
Claire Hay, Occupational  
Therapist

### 2. Apologies

Apologies had been received from David Arthur, Non-Executive Director

#### Information

Ken Jarrold, Chair

### 3. Declarations of Interest

Gary O'Hare declared an interest in relation to item 13 and his dual role as Director of Nursing for NTW and CPFT. Janice O'Hare declared an interest in relation to item 13 and her role as Cumbria Programme Lead. There were no other conflicts of interest declared for this meeting.

#### Information

Ken Jarrold, Chair

### 4. Minutes of the previous meeting: Wednesday 23 January 2019

Item 5 under Matters Arising should read "John Lawlor advised the Board Sarah Rushbrooke, Group Director and himself would meet with the *carer* in the near future...".

The Board of Directors approved the minutes of the meeting held 23 January 2019 as an accurate record subject to the above amendment.

#### Decision

Ken Jarrold, Chair

 4. BoD public meeting minutes 23-01-19.pdf



## 5. Action list and matters arising not included on the agenda

There was nothing on the action list to review and there were no matters arising.

 5. Action List.pdf

**Discussion**  
Ken Jarrold, Chair

## 6. Chair's Remarks

Ken Jarrold introduced the meeting and welcomed those in attendance.

Ken referred on the Board Away Day held on 26th February and was pleased that the Board had taken an opportunity to discuss in detail the operational plan and challenges for the next 12 months and beyond. A discussion also took place to reflect on the current challenges at a national level, the NHS Long Term Plan and its relationship with the wider Integrated Care System. Ken also took an opportunity to thank the CEDAR Programme Team for providing an update on the Trusts Estates Strategy.

The Board received and noted the Chair's Remarks.

**Information**  
Ken Jarrold, Chair

## 7. Chief Executive's Report

John Lawlor presented the Chief Executive's report and highlighted the record number of nominations received for the NTW Staff Excellence Awards scheduled to take place on 8th March 2019.

John briefed the Board on Cadabams Mental Healthcare Services in Bangalore, India and their visit to the Trust and its services in February. The Trust and Cadabams have committed to working in partnership to build on their shared set of values with agreement to take forward key areas of work around sharing good practice, training and development and exploring opportunities to providing mental health care to the poorest 40% of the population.

John referred to recent press coverage regarding proposals to re-develop the Centre for Ageing and Vitality, in Newcastle. This followed an agreement by Newcastle upon Tyne NHS FTs to sell the majority of the site to Newcastle University. The Trust have received assurance that its specialist older people's services and adult services, including the Hadrian Clinic, would remain on site to enable the changes proposed in the 'Deciding Together' process to be agreed and implemented.

In response to the request from the Department of Health and Social Care on preparing for an EU Exit, the Trust have undertaken a risk assessment and developed action plans which were shared with the Board at the development meeting held on 23rd January. Where appropriate, the Trusts plans would be shared with the NHS England EU Exit/Emergency Preparedness, Resilience and Response Team.

Ken Jarrold took an opportunity to comment on the development of an Enhanced Bed Management service to provide patients with an improved admission, treatment and discharge process.

The Board received and noted the Chief Executive's Update.

 7. CEO Report Feb 2019.pdf

**Information**  
John Lawlor, Chief Executive

## Quality, Clinical and Patient Issues

### 8. Pharmacy and Medicines optimisation report


Rajesh Nadkarni presented the Pharmacy and Optimisation Annual Report to the Board for 2017/18. The report provided an overview of work during the year including: the principles of medicines optimisation; the implementation of the robotic dispensing of medication compliance packs; developing the pharmacy workforce; and improvements in governance and process.

Miriam Harte commended the team, particularly in terms of the impact of pharmacy and medicines initiatives described in the report on patient care.

Ken Jarrold commented that changes in medication and medication management since the establishment of the NHS, had been one of the most significant advances in mental health services, and commended the team for their ongoing commitment to ensuring safe management of medicines.

The Board received the Pharmacy and Medicines Optimisation Report.

 8a. Pharmacy and Medicines Optimisation Report 2017\_18 Cover Sheet.pdf

 8b. Pharmacy and Medicines Optimisation Report 2017\_18 Presentation.pdf

**Information**  
Rajesh, Nadkarni, Executive  
Medical Director

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## 9. Controlled drugs accountable Officer annual report

Rajesh Nadkarni presented the Controlled Drugs Accountable Officer Annual Report to the Board for 2017/18 and highlighted key developments throughout the year including updating of the Trust's Controlled Drugs Policy, regular controlled drugs stock checks and completion of a comprehensive controlled drugs audit. Rajesh made particular reference to the relocation of pharmacy controlled drug stocks to automated Omnicell Cabinets to optimise medicines security and reduce the risk of drug selection errors.

Alexis Cleveland commented that the risk based approach to the management of controlled drugs was also important.

The Board received the Controlled Drugs Accountable Officer Annual Report.

 9. Controlled Drugs Accountable Officer Annual Report 2017\_18.pdf

### Information

Rajesh Nadkarni, Executive  
Medical Director

## 10. Commissioning and Quality Assurance Report (Month 10)

Lisa Quinn spoke to the Commissioning and Quality Assurance report to update the Board in relation to the Trust's position against the Single Oversight Framework, and referred to the slight reduction in sickness absence as well as an improvement in January sickness absence in comparison to January 2018.

The Sunderland Improving Access to Psychological Therapies Service reported an increase in relation to those cases moving to recovery which had been reported at 52.6% for the month. The Trust also reported seven inappropriate out of area bed days in January 2019.

In terms of the Trusts financial position, at month 10, James Duncan reported a year to date surplus of £2.9m, £1.0m ahead of plan. He also noted the Trust's finance and use of resources score of 1 and the forecast year-end rating of 3. The forecast surplus was £3.5m, including Provider Sustainability Funding of £2.0m, which was in line with the Control Total, although the Board recognised the risks to achieving this.

James noted an increase in pay costs and spending on temporary staffing and the need reduce this to achieve the planned spend and the 2018/19 Control Total. Work continued to improve efficiency and productivity and deliver the required staffing reductions.

James advised that as well as planning for the submission of the Trust's final Operating Plan for 2019/20 in April following Board approval in March, a significant amount of work was being undertaken on longer term planning, both at organisational level and at a wider system level.

Ken Jarrold emphasised the importance of being an organisation able to deliver on contracts and finance as a means to ensure the focus continued to be firmly on quality, safety and service user and carer experience.

The Board received the Integrated Commissioning and Quality Assurance report.

 10. Commissioning & QA Report Month 10.pdf

### Decision

Lisa Quinn, Executive  
Director Of Commissioning  
And Quality Assurance

## Workforce

### 11. Workforce Directorate Quarterly update

Lynne Shaw presented the Workforce Quarterly Update report to advise the Board on the key work and developments made since the last meeting.

Lynne highlighted the Trust's achievement of the 'Maintaining Excellence' standard with the Better Health at Work Award (BHAWA) for 2018, awarded to organisations who have sustained their health and wellbeing activity at 'Continuing Excellence' level for a substantial period of time. The BHAWA is a regional award scheme which recognises and endorses workplaces that motivate workers in developing a sustainable culture of health and wellbeing.

Ken Jarrold referred to strategic aim 'partnership working with Trade Unions (TUs)' and emphasised the importance of building on and maintaining the current strong relationships with TUs in NTW. Lynne agreed that the Trust continues to work in close partnership with TUs, but also stated that the teams were looking at further developing this, particularly in terms of the health and wellbeing agenda.

The Board received the Workforce Directorate Quarterly update.

 11. Quarterly Workforce Report - Feb 19.pdf

### Discussion

Lynne Shaw, Acting  
Executive Director Of  
Workforce And  
Organisational Development

Northumberland, Tyne and Wear  
05/02/2019 10:43:38

## 12. Gender Pay Gap

Lynne Shaw advised Board members that legislation had been introduced which made it statutory for organisations with 250 or more employees to report annually on their gender pay gap and publish statutory calculations every year to show the size of the pay gap between male and female employees. Lynne reminded Board members of the six key requirements.

Lynne briefed the Board on the actions to reduce the Gender Pay Gap which included continuing to review internal processes with regard to recruitment, return to work and career development, and would actively encourage and support female doctors with applications for Clinical Excellence Awards (CEAs). The Trust is also developing an internal network group to look at proactive initiatives to support gender issues as well as supporting the Equality and Human Rights Commission's "Working Forward" campaign.

Miriam Harte noted the significant gap with regard to CEAs. Lynne noted that a significant amount of work had been carried out including providing support to female doctors in their applications, and advised that in terms of benchmarking, the Trust was not an outlier.

Alexis Cleveland reminded Board members of the distinction between gender pay gap and equal pay, but supported the further work being undertaken with regard to CEAs. John Lawlor asked if the information presented was prescribed and suggested including allocation of awards as a percentage of the entire cohort of male and female consultants.


Lynne also presented the Gender Pay Gap report on behalf of NTW Solutions, the Trust's subsidiary company and confirmed that no bonus payments were made within the reference period, resulting in no gender pay to report in this area.

With regard to NTW Solutions, Peter Studd confirmed that the report had been submitted to the NTW Solutions Board meeting in February and asked if wider benchmarking could be included in future reports, particularly comparisons between the public and private sector. Lynne confirmed that the reports were publicly available and agreed to incorporate this into future reports.

It should be noted that the median pay gap for NTW Solutions between 2017 and 2018 was not comparable. When the initial 2017 report was produced the company was still in its infancy. In respect of the 2018 figures, the Company had been established for 12 months. As the Gender Pay calculations look at the retrospective months' payroll a full month of enhanced, on call or unsociable work patterns has been calculated. The estates workforce in the UK generally remains heavily male dominated, from apprenticeship level right through to director level, whereas the facilities workforce in the UK generally was heavily female dominated.

The Board received the Gender Pay Gap Report for the Trust and NTW Solutions and approved the reports for publication on the Trust's website.

 12a. Gender Pay Gap Report 2018Trust Board.pdf

 12b. Gender Pay Gap NTW Solutions Report.pdf

## Discussion

Lynne Shaw, Acting  
Executive Director Of  
Workforce And OD

## Strategy and Partnerships

Northumberland, Tyne and Wear  
05/02/2019 10:43:38

### 13. Cumbria

Lisa Quinn presented the report to the Board which required consideration and approval of the Full Business Case (FBC) in relation to the transfer of Mental Health and Learning Disability Services in North Cumbria. It was acknowledged that the Board had received opportunity to review the FBC during its development at a number of meetings prior to final submission.

Lisa advised that the Case for Change had been predicated on wide engagement and listening events. The Board acknowledged that following submission of the draft FBC to NHSI, no concerns or issues had been raised by NHSI and correspondence had been received which reaffirmed the process which had been undertaken (appendix 6). Lisa referred to appendix 7 which confirmed that although services transferred would be subject to CQC inspection, aggregated ratings from the previously separate services would not be subject to inspection for up to two years post-transfer. The Board were advised however, that the CQC were currently undergoing a review of their inspection regime, and this could be subject to change at a later date. With regard to appendix 5, Lisa highlighted the letter of support from North Cumbria CCG and the support received from the CCG during the process to date.

Ken Jarrold recognised that this represented a significant decision for the Trust Board and joined Lisa in commending the work of Gary O'Hare and Janice O'Hare which underpinned the process to date.

Peter Studd referred to section 10 of the FBC regarding consultation and asked for further details of how this work would be undertaken. Lisa stated that a robust communication and engagement plan was under development which incorporate plans to engage with staff, Governors, key stakeholders and service users and formal consultation with staff would be undertaken as part of the planning for transfer of staff.

James Duncan referred to the letter from the CCGs confirming their position and non-recurring transitional support. Whilst it was acknowledged that contractual agreements were yet to be confirmed, support and commitment was in place from stakeholders for the purposes of supporting the approval of the FBC.






Alexis Cleveland agreed that throughout the transaction process the Board have given due regard to all conditions associated with the transfer and received assurance that the associated risks have been managed and mitigated appropriately and commended the report. Non-Executive Directors have received sufficient opportunity ask questions throughout the process. Lisa provided an overview of the conditions of transfer including: a commitment for revenue and not taking NTW services into deficit level in the first year; quality impact on NTW, reaffirmed by the letter received from the CQC; capital availability and support for future applications to the wider Integrated Care System, including support from regulators; and NTW involvement in any system changes in North Cumbria.

The Board discussed the current position relating to the number of areas which remained outstanding and were reassured that progress and would be resolved as part of the implementation process.

Ken Jarrold supported the FBC and thanked Lisa and the team for the assurance received throughout the process. He also reminded members of the Board that this was also an opportunity for both organisations to learn from each other to enhance the care and treatment for patients in the region.

Lisa advised that a letter to Cumbria Partnership NHS Foundation Trust would be compiled on behalf of the Board outlining the Board's decision and discussion at the meeting.

The Board of Directors approved the final NHS Improvement Self-Assessment and Full Business Case for the transfer of Mental Health and Learning Disabilities Services from Cumbria Partnership NHS Foundation Trust to Northumberland Tyne and Wear NHS Foundation Trust.

-  13a. Cumbria NHSI Self Assessment and FBC Final.pdf
-  13b. NTW North Cumbria MH&LD FBC Feb 19 Final.pdf
-  13c. Appendix 5 Letter of Support from North Cumbria CCG 13 February 2019.pdf
-  13d. Appendix 6 Letter of Support to Approach and Self Certification NHSI 30 January 2019.pdf
-  13e. Appendix 7 Letter to NTW regarding CQC position on ratings post merger or acquisition.pdf

### Decision

Lisa Quinn, Executive  
Director Of Commissioning  
And Quality Assurance

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14. Citizens Tyne and Wear MH Commission

Discussion

Simon Mason, Andrew Cole and Esther Cohen Tovee presented the report on the work of Tyne and Wear Citizens which established a Citizens Commission on Mental Health with nine key mental health themes being discussed by teams across three public events in Newcastle, Sunderland and Durham. The findings of the Commission were published as the report 'Living Well' which highlighted 17 actions, which the Mental Health Action Team of Tyne and Wear Citizens has promoted, including several reflecting the Trusts mental health work-streams.

The Board were asked to consider the proposal to develop further the partnership between Tyne and Wear Citizens and NTW through the sponsorship of people to be trained as leaders in the practice of community organising, the benefits of which were outlined to the Board.

Miriam Harte commended the work of Citizen Tyne and Wear and referred to it as an ideal source of intelligence, particularly with regard to the Trust's aims and objectives relating to equality and diversity.

Margaret Adams, Public Governor and in attendance as an observer noted that the initiative appeared to be focused primarily in the North of the patch and asked if there were plans to extend the scope to South of the river. Simon advised that scope can often be limited in terms of capacity and demand however, plans are underway to grow capacity to organisations across Tyne and Wear.

Ken Jarrold agreed that by further supporting the work of Tyne and Wear Citizens, it could potentially further improve the relationship between the Trust and the service users and carers.

Ken and John also took an opportunity to inform Board members that Andrew Cole would be leaving the Trust in the near future and thanked him for his 30 years of service to NTW and his significant contribution to patient care.

The Board of Directors noted the Citizens Tyne and Wear Mental Health Commission update and approved the delegated authority to the Executive Team to take forward proposals for further support and sponsorship.

- 14a. Citizens T&W cover sheet.pdf
- 14b. Citizens T&W proposal.pdf

15. Psychological Services Strategy update

Discussion

Esther Cohen Tovee,  
Director Of AHPs And  
Psychological Services

Esther Cohen-Tovee presented the Board with an update on delivery of the Trust's Psychological Services Strategy 2017–22, previously approved by the Board in June 2017. The update also included the priorities for 2019. Les Boobis congratulated the teams on the service provided.

The Board noted the Psychological Services Strategy Update.

- 15. Psychological Services Strategy Feb 19 cover sheet.pdf

16. Nursing Strategy

Discussion

Gary O'Hare, Executive  
Director Of Nursing & Chief  
Operating Officer

Gary O'Hare introduced Anne Moore to present the Trust's Nursing Strategy which builds on the six existing strategic aims. The strategy will enable the achievement of Trust strategic ambitions through supporting delivery of the Trusts quality goals and priorities.

The strategy has been developed with input from service users, carers and nursing staff through discussion, presentation, nursing forums and team meetings, and is aligned to the Trusts Workforce Strategy, including leadership and health and wellbeing objectives.

The launch of the NTW Academy has also helped bring together multi professional education, learning and development. This will support the Nurse Academy in partnership with local Universities, enabling delivery of the 'Grow your Own' Nursing Strategy.

Whilst fully endorsing the strategy, Alexis Cleveland noted that the strategy did not include any measures of success or key performance indicators and welcomed future updates on progress to deliver the strategy.

Ken Jarrold made particular reference to the role of nurses in shaping patient experience and the core values outlined in the strategy. Ken also encouraged Board members to attend the Trust's Nursing Conference scheduled to take place on 6th March.

The Board received and noted the Nursing Strategy.

- 16a. Nursing Strategy - Front Street.pdf
- 16b. Nursing Strategy 2019-2024 Final Draft Trust Board.pdf

Minutes/Papers for Information

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17. Committee updates

With regard to Resource Business and Assurance Committee, Peter Studd informed the Board of the appointment of Andrew Buckley, Non-Executive Director to the Board of NTW Solutions Limited. Andrew will take up his post from 1st March 2019.

There were no other updates from Board Sub-Committees.

Information  
Non-Executive Directors

18. Council of Governors' Issues

Ken Jarrold briefed the Board on the recent Service User and Carer Group which provides a forum for service users and carers to discuss issues as well as receiving updates and presentations from the Trust.

Information  
Ken Jarrold, Chair

19. Any Other Business

There was no other business to discuss.

Information  
Ken Jarrold, Chair

20. Questions from the Public

There were no questions from the public

Discussion  
Ken Jarrold, Chair

Date, time and place of next meeting:

21. Wednesday, 27 March 2019, 1:30pm to 3:30pm, Conference Room, Northgate, Morpeth, NE61 3BP.

Information  
Chair

Northumberland, Tyne and Wear  
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**Minutes of the Board of Directors meeting held in public  
Held on 27<sup>th</sup> March 2019, 11.30am – 12.30pm  
In the Conference Room, Northgate Hospital, Morpeth, NE61 3BP**

**Present:**

Ken Jarrold, Chairman  
John Lawlor, Chief Executive  
Rajesh Nadkarni, Executive Medical Director  
Lisa Quinn, Executive Director of Commissioning and Quality Assurance  
James Duncan, Executive Director of Finance/Deputy Chief Executive  
Lynne Shaw, Acting Executive Director of Workforce and Organisational Development  
Peter Studd, Non-Executive Director  
Michael Robinson, Non-Executive Director  
Les Boobis, Non-Executive Director  
Miriam Harte, Non-Executive Director  
David Arthur, Non-Executive Director

**In attendance:**

Debbie Henderson, Deputy Director of Corporate Affairs and Communications  
David Muir, Group Nurse Director, Central Locality  
Helen Percival, Nurse Consultant, Mitford Unit (*for item 1 only*)  
Service users and carers (*item 1 only*)  
Dennis Davison, Associate Director (*for item 8 only*)  
Yvonne Rutherford, Clinical Nurse Manager (*for item 8 only*)  
Chris Rowlands, Equality and Diversity Lead (*for item 12 only*)

Three members of the Trust were in attendance to observe the meeting

**1. Service User and Carer Experience Story**

Ken Jarrold opened the meeting and welcomed those in attendance.

Helen Percival introduced the carers of a service user in attendance to share their story of the journey throughout their son's care and treatment both before and during his long-term stay with the Mitford Unit, Northgate Hospital.

Their story centred on the challenges of those diagnosed with autism who have complex needs and display challenging behaviour. They talked about: challenging times during their son's care before his transfer to the Mitford Unit; the positive impact of the unit's approach to expand access to the service via the use of Skype; the care, respect and support from staff; and the positive impact in terms of the reduction in their son's symptoms during his time on the unit.

Fiona Regan, Carer Governor for Learning Disabilities Services, thanked the carers for sharing their story and emphasised the importance of education and training not only for staff, but also for senior leaders in the organisation, including the Board and the Council of Governors.

Ken Jarrold thanked the family on behalf of the Board for attending the meeting and sharing their story, and wished them well for the future.

## **2. Apologies for absence:**

Apologies for absence had been received from Alexis Cleveland, Non-Executive Director and Gary O'Hare, Executive Director of Nursing and Chief Operating Officer

## **3. Declarations of Interest**

There were no conflicts of interest declared for the meeting.

## **4. Minutes of the meeting held 27<sup>th</sup> February 2019**

The minutes of the meeting held on 27<sup>th</sup> February 2019 were considered.

### **Approved**

- **The minutes of the meeting held 27<sup>th</sup> February 2019 were agreed as an accurate record of the meeting**

## **5. Action list and matters arising not included on the agenda**

Ken Jarrold thanked Debbie Henderson for the implementation of the Non-Executive Director service visits. Debbie advised that a schedule for the remainder of the year would be circulated in due course. It was agreed that the action be closed.

## **6. Chair's remarks**

Ken Jarrold referred to the positive steps being taken at a national level to focus on workforce challenges across the NHS, led by Baroness Dido Harding, Chair of NHS Improvement.

The Board received and noted the Chair's Remarks.

## **7. Chief Executive's report**

John Lawlor presented the Chief Executive's report and made particular reference to the work of NTW Academy, including the commencement of the Advanced Clinical Practitioner Programme and working alongside University of Sunderland to increase the number of trainee nurses in the system.

A very successful Annual Staff Excellence Awards evening was held on 8<sup>th</sup> March at which 21 awards were given to teams and individuals from across the organisation which have, and continued to make, a significant contribution to the Trust.

The fifth NTW Annual Nursing Conference was held on 6<sup>th</sup> March with the theme of 'delivering compassion in practice: shaping the future'. The event was attended by 300 people including nurses, support workers, students, service users, Governors, and external agency representatives including commissioners, CQC and University partners. Margaret Kitching, NHS England Chief Nurse for the North East presented her plans for the future and how NTW would be engaged in the process.

John referred to changes to NHS Senior Leadership Teams and the announcement that Simon Stevens would be appointed as Joint Chief Executive of NHS Improvement and NHS England. The report also provided detail on changes to the regional teams, although it was noted that some appointments were yet to be confirmed.

In terms of Integrated Care System (ICS)/Integrated Care Partnership (ICP) developments, John advised that following a review of work-streams across the ICS, these had been reduced to five, which included mental health.

The NHS Workforce Disability Equality Standard (WDES), planned to come into force on 1<sup>st</sup> April outlines a set of specific measures to enable NHS organisations to compare the experiences of disabled and non-disabled staff. John reminded Board members of the inclusion of equality and diversity, including disability, in the Trust's Quality Priorities for the coming year, which would provide a clear link for this work.

John referred to the Health Education England draft Health and Care Workforce Strategy for England which reflected a new commission on the mental wellbeing of NHS staff and learners. As an organisation committed to supporting the wellbeing and health of our workforce, the Board recognised the alignment of the strategy to the Trust's workforce strategic aims. The recommendations detailed within the report were being reviewed and aligned to the work of the wellbeing and health agenda.

John referred to Appendix A of the report, the NHS Provider briefing on clinically-led review of NHS access standards. The review proposed changes to existing standards, and the introduction of new standards for mental health, cancer, physical urgent and emergency services and elective care. It was felt that the outcome of the review reflected a positive step in terms of links between acute physical and mental health services.

In response to a query from Peter Studd regarding signposting service users who are in crisis, Lisa Quinn advised that transfer to the Trust's single point of access was available in response to a call into 111 or 999. North East Ambulance Service NHS Foundation Trust were also engaged in discussions regarding additional mental health services to help triage people to the right service.

John made reference to the current consultation led by NHS Improvement and NHS England on proposed legislative changes, reflecting the inclusion of such proposals as part of the NHS Long Term Plan. John provided an overview of the changes, the detail of which was included in the body of the Chief Executive's Report.



Members of the Board expressed concern regarding the proposals around capital spending and the potential adverse impact in terms of the ability to drive forward a system-wide approach to investment decisions. With regard to the CEDAR Programme, James Duncan advised that the proposals to create Regional Health Infrastructure Companies had not received Treasury approval following the Chancellor's announcement that there would be no PFI type deals for the NHS. This means that the Trust would no longer have to include such an option with its business case submission to Treasury.

Les Boobis referred to Proposal 14 which would allow CCGs more freedom to have governing body members who work as clinicians for local providers and asked if this would present an opportunity for the Trust. John suggested that the proposal was complex and as with many of the proposals, issues of conflicts of interest would need to be clarified.

Ken Jarrold informed members of the Board that following a regional meeting to discuss issues relating to ICS governance, he had been invited to join a sub-group of Chairs across the region to take the work forward. With regard to the proposed legislative changes, Ken highlighted that he would not be supportive of changes which would compromise the autonomy of individual Trusts, or their ability to represent the interests of service users and carers.

The Board received and noted the Chief Executive's Update.

## **Quality, Clinical and Patient Issues**

### **8. Northgate (Past, Present and Future)**

David Muir, Dennis Davison and Yvonne Rutherford delivered a presentation to the Board on the past, present and future of Northgate Hospital which provides a range of clinical services, including being a host site to the specialist services of Autism and Secure Care for Learning Disability. The presentation included proposals for service development on the site as part of the CEDAR Programme and the learning taken from previous developments.

Ken Jarrold commented that Northgate Hospital had not only provided exceptional services in the past and present, but it had also been the training ground for many of the Trust's senior leaders.

Ken thanked the team for an enlightening presentation.

### **9. Annual Quality Priorities 2019/20**

Lisa Quinn presented the report outlining the final Annual Quality Priorities for 2019/20 following review of the draft priorities at the February meeting of the Board. Following feedback received, Lisa noted that a further quality priority had been included about the link between staff sickness and quality and also stated that work would continue to develop the trajectories for measuring success. The quality priorities would be launched as part of the 30 day consultation period on 11<sup>th</sup> April.

Miriam Harte was pleased to see the impact of staff sickness on quality included in the priorities for the coming year but suggested that the description of the priority was complex and difficult to understand. Lisa advised that work would continue to refine the narrative prior to the submission of the Quality Account 2018/19 to the May meeting of the Board.

Ken Jarrold emphasised the importance of continually communicating success. Rajesh Nadkarni confirmed that a discussion had taken place at the Corporate Decisions Team – Quality meeting regarding the need to clarify the link between the actions identified and impact on quality of care.

**Approved**

- **The Board approved the Quality Priorities for 2019/20**

### **10. Board Assurance Framework and Risk Appetite review of 2018/19**

Lisa Quinn noted that Board members had undertaken an in-depth review of the Board Assurance Framework (BAF) and Risk Appetite for 2018/19 prior to moving into the 2019/20 year at the development session held on 27<sup>th</sup> March. The report detailed the movement of the BAF throughout the 2018/19 year in terms of areas of escalation, de-escalation and actions taken to mitigate risk.

John Lawlor suggested a further review of the finance and quality scores be undertaken. Lisa would reflect on the discussion and comments from the development session and Board meeting and submit the final version to the April Board meeting for approval.

The Board received the Board Assurance Framework and Corporate Risk Register review of 2018/19.

### **11. Commissioning and Quality Assurance Report (month 11)**

Lisa Quinn presented the Commissioning and Quality Assurance report for month 11 and updated the Board in relation to the Trust's position against the Single Oversight Framework. Lisa noted that the number of people waiting more than 18 weeks to access services had decreased in both adult and children's community services with the exception of Sunderland and South Tyneside CYPS.

James Duncan reported on financial performance and confirmed that at Month 11 the Trust had a year to date surplus of £4.1m which is £1.4m ahead of plan. He confirmed that the Trust would receive incentive funding and was thereby forecasting a surplus of £6.5m against a plan of £3.5m.

Ken Jarrold congratulated the teams for a strong performance and financial position overall but emphasised the Board's continuing concern regarding the level of sickness absence.

Les Boobis referred to the agency spend and asked if there was a risk of breaching the cap. James confirmed that the Trust would stay under the cap overall for the

year, but noted that sickness absence and use of temporary staff did not always correlate. He also suggested that there may be residual issues as a result of the implementation of new Cloud Oracle system. Overall, the Trust remained below the agency spend cap, but a priority for 2019/20 would be to reduce the use of agency staff, not only to improve financial performance, but also as a quality issue for the Trust.

The Board received the Commissioning and Quality Assurance Report for month 11.

## **Workforce**

### **12. National Staff Survey Results**

Chris Rowlands delivered a presentation on the results of the Trust's 2018 Staff Survey. The Trust had reported a response rate of 67% against a national average for Mental Health/Learning Disability Trusts of 54%.

In terms of next steps, the teams would develop action plans following more in-depth analysis of the data. It was acknowledged that a key area of focus for the coming year would be Workforce Race Equality Standards (WRES) and the Workforce Disability Equality Standards (WDES).

Ken Jarrold requested a further update to a future Board meeting on the detail of the actions and next steps.

The Board received the presentation on the National Staff Survey Results.

#### **Action**

- **Provide an update to a future Board development session/Board away day on the actions and next steps to address areas for improvement in response to the Staff Survey**

### **13. Interim Workforce Implementation Plan – ICS Response**

Lynne Shaw referred to correspondence received on 6<sup>th</sup> March 2019 from Baroness Dido Harding, Chair of NHS Improvement and Julian Hartley, Chief Executive of Leeds Teaching Hospitals NHS Trust, who are leading the work on the Workforce Implementation Plan: emerging priorities and actions. The paper also included the response from Alan Foster, Chief Executive Lead for the Cumbria and North East ICS.

The Board noted the ICS response to the Interim Workforce Implementation Plan correspondence from Baroness Dido Harding and Julian Hartley.

Northumberland, Tyne and Wear  
05/02/2019 10:43:38

## Strategy and Partnerships

### 14. 2019/20 Operational Plan and approval of budgets

The Trust's final Operational Plan for 2019/20 was discussed in detail in the Closed meeting of the Board. The submission of the Operation Plan comprised a narrative and was underpinned by triangulation of finance, workforce activity and quality, with the final version of the 2019/20 plan being submitted by 4th April 2019.

The Trust's final financial plans include an efficiency target of £10.4m to be met from agreed savings plans totalling £6.4 with a further £4m to be achieved from in-year non-recurrent savings. Plans were in place and these would be considered from an assurance perspective at both the Resource and Business Assurance Committee and Quality and Performance Committee April meetings.

The plan included capital investment of £12.0m in 2019/20 and £103.9m over the subsequent five years. This included £64m for the CEDAR Programme which was planned to be funded from a successful bid for Public Dividend Capital funding and land sales on part of the Northgate site.

The Trust's forecast cash balance of £24.0m at the end of 2018/19 reduces to £18.8m by the end of 2019/20, largely due to the inclusion of expenditure on the CEDAR Programme in advance of Public Dividend Capital which would not be released until 2020/21 following Full Business Case approval. A separate report on options relating to the CEDAR Programme would be submitted to the April Board.

Lisa Quinn confirmed that all contracts with commissioners had been agreed subject to formal paperwork. John Lawlor stated that although contracts had been agreed with commissioners in the main, the process had been more challenging in terms of specialised commissioners. Lisa confirmed that an update would be provided to the April meeting of the Board.

#### Approval

- **The Board of Directors approved the final Operational Plan and Budget Allocations for 2019/20 for onward submission to NHS Improvement**

#### Action

- **An update on contract arrangements to be provided at the April meeting of the Board**

## Minutes and papers for information

### 15. Committee Updates

There were no updates from Board Sub-Committees.

## **16. Council of Governor issues**

Ken Jarrold stated that the Council of Governors continued to be very active. A meeting of the Quality Sub-Group was held in March and colleagues from East London NHS Foundation Trust had been invited to attend the next meeting of the Council of Governors Engagement session to share their journey on the development of their patient participation work.

## **17. Any other business**

The Board of Directors took an opportunity to bid a fond farewell to Miriam Harte who would be stepping down from her role as Non-Executive Director to take up her new post of Chair of Tees, Esk and Wear Valley NHS Foundation Trust. The Board thanked Miriam for her dedication and commitment to the Trust and wished her well for the future.

There was no other business to discuss.

## **18. Questions from the public (time permitting)**

There were no questions from the public.

**Date and time of next meeting:** Wednesday, 24 April 2019, 1:30pm to 3:30pm, Conference Rooms 1 & 2, Ferndene

Northumberland, Tyne and Wear  
05/02/2019 10:43:38

**Northumberland, Tyne and Wear NHS Foundation Trust**

**COUNCIL OF GOVERNORS**

**Meeting Date:** 14 May 2019

**Title and Author of Paper:**

Quality Account 2018-19

Anna Foster, Deputy Director of Commissioning & Quality Assurance

**Key Points to Note:**

- We have been seeking views on Draft 1 of the 18-19 Quality Account (available at [www.ntw.nhs.uk/about/progress/goals/](http://www.ntw.nhs.uk/about/progress/goals/))
- The document includes final progress against the 2018-19 quality priorities and also introduces the quality priorities for 2019-20 which were approved by the Trust Board in March 2019:
  - Improving the inpatient experience
  - Waiting times
  - Equality, Diversity & Inclusion
  - Evaluating the impact of sickness of quality
- Hard copies of the most recent draft version will be available at the meeting, which will be the last opportunity to provide comments on the document prior to presentation to the Board of Directors for approval on 22 May 2019.

Northumberland, Tyne and Wear NHS Foundation Trust  
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# Quality Account

v1.4 29/04/2019

Northumberland, Tyne and Wear  
NHS Foundation Trust

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2018/19



Caring | Discovering | Growing | **Together**

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# Northumberland, Tyne and Wear NHS Foundation Trust at a glance...



Mental Health  
& Disability  
Foundation Trust



Local population  
of 1.4 Million



Employ around  
6,000 staff

Inspected and rated

Outstanding ★



We work from over 60  
sites across  
Northumberland,  
Newcastle, North  
Tyneside, Gateshead,  
South Tyneside and  
Sunderland

We also provide a  
number of regional and  
national specialist  
services to England,  
Ireland, Scotland &  
Wales



Five Local Clinical  
Commissioning  
Groups and six  
Local Authorities



Costs of around  
£300 Million



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# Northumberland, Tyne and Wear NHS Foundation Trust 2018/19 in numbers:

**88%**

The proportion of 7,000 service users and carers who responded to the Friends and Family Test and would recommend our services

**40**

The average number of bed days per month that local service users were inappropriately admitted out of area per month between April 2018 to March 2019

**4**

The number of mental health and disability trusts rated "Outstanding" by the Care Quality Commission, out of 52 NHS trusts.

**80%**

The number of people with a first episode of psychosis beginning treatment with a NICE recommended care package within two weeks of referral.

**67%**

The response rate to the 2018 staff survey, which was 16% points above the national average and 3% points higher than the previous year

**43,100**

The number of service users cared for by the Trust on 31 March 2019

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## Contents

### Part 1

#### 7. **Welcome and Introduction to the Quality Account**

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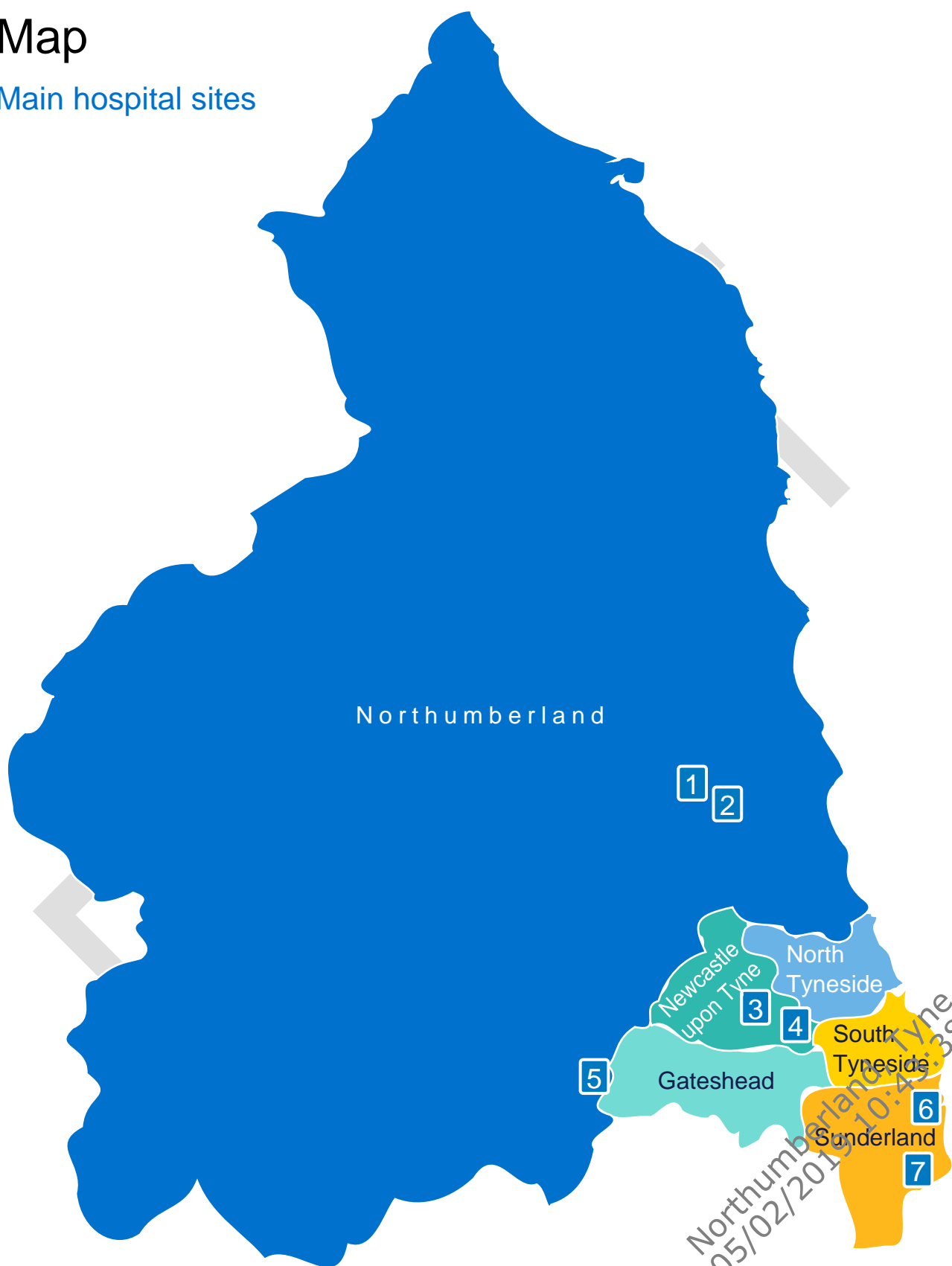
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# Map

Main hospital sites



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## Part 1

# Welcome and Introduction to the Quality Account

Northumberland, Tyne and Wear NHS Foundation Trust was established in 2006, is one of the largest mental health and disability organisations in the country and has an annual income of more than £300 million.

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 employ over 6,000 staff, operate from over 60 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 (numbered 1 on the map on page 6)
- St. George's Park, Morpeth (2)
- St. Nicholas Hospital, Newcastle upon Tyne (3)
- Walkergate Park, Newcastle upon Tyne (4)
- Ferndene, Prudhoe (5)
- Monkwearmouth Hospital, Sunderland (6)
- Hopewood Park, Sunderland (7)

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# What is a Quality Account?

All NHS healthcare providers are required to produce an annual Quality Account, to provide information on the quality of services they deliver.

We welcome the opportunity to outline how we have performed over the course of 2018/19, taking into account the views of service users, carers, staff and the public, and comparing ourselves with other Mental Health and Disability Trusts. This Quality Account outlines the good work that has been undertaken, the progress made in improving the quality of our services and identifies areas for improvement.

To help with the reading of this document we have provided explanation boxes alongside the text.

**This is an “explanation” box**

It explains or describes a term or abbreviation found in the report.

Information in this Quality Account includes NTW Solutions, a wholly owned subsidiary company of NTW

**This is an “experience” box**  
It gives the experiences of service users.

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# Statement of Quality from the Chief Executive



Thank you for taking the time to read our 2018/19 Quality Account, reflecting upon another busy year.

In 2018 we continued to develop innovative services, such as virtual reality technology, used with young people and those with phobias, and I was delighted when the Personality Disorder Hub team won a prestigious Health Service Journal award for patient safety.

We have championed mental health and disability awareness both within the wider NHS, via the North East and North Cumbria Integrated Care System, and also with local business leaders. Recently we were also recognised as a “Diversity Champion” by LGBT charity, Stonewall, marking our commitment to making NTW a great place to work for all members of staff.

We were proud in 2018 to once again be rated as “Outstanding” by the Care Quality Commission, highlighting positive findings such as our person centred culture, caring staff and drive to improve services. We know that we have more to do to reduce restrictive practices in inpatient settings, and to reduce the waiting times to access some services.

In early 2019, our Board of Directors agreed to work towards taking on responsibility for the provision of a range of mental health and learning disability services in North Cumbria, currently provided by Cumbria Partnership NHS Foundation Trust. We are looking forward to sharing learning from our services with colleagues in North Cumbria while also enabling them to share their good practice with us.

We have set out in this document how we have performed against local and national priorities - including how we have progressed with our Quality Priorities for 2018/19. We have also set out in this document our Quality Priorities for 2019/20, and look forward to reporting our progress against these in next year’s Quality Account.

A handwritten signature in black ink, appearing to read 'John Lawlor'.

John Lawlor  
Chief Executive

The Northumberland, Tyne and Wear NHS Foundation Trust is often referred to as “NTW” or “NTWFT”.

# Statement from Executive Medical Director and Executive Director of Nursing & Chief Operating Officer

We were proud this year to develop a range of collaborative partnerships, working with other organisations to improve the quality of care for our service users, to learn from others and to share our own learning.

We have launched a collaborative partnership with one of India's largest providers of mental health services, allowing us to mutually share expertise in the delivery of care to different populations.

We have also worked closely throughout the year with colleagues in North Cumbria, developing plans to improve the outcomes and quality of care provided and to improve the sustainability and resilience of mental health services provided in the area.

This year we have focussed upon the following quality priorities:

- Improving waiting times to access services,
- Improving the inpatient experience,
- Embedding the Principles of the "Triangle of Care" (a carer initiative), and
- Embedding Trust Values.

This year we have developed an "Equality, Diversity & Inclusion Strategy" and we will focus upon developing a better understanding of any barriers to accessing our services, particularly for those service users with protected characteristics. Only by understanding and removing those barriers can we meet everyone's needs and ensure high quality care for all.



Dr Rajesh Nadkarni  
**Executive Medical Director**



Gary O'Hare  
**Executive Director of Nursing & Chief Operating Officer**

People receiving treatment from NTW are often referred to as "patients", "service users" or "clients". To be consistent, we will mostly use the term "service users" throughout this document.



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# Statement of Quality from Council of Governors Quality Group



The Council of Governors scrutinises the quality of services provided by Northumberland, Tyne and Wear NHS Foundation Trust via a Quality Group who meet every two months. The group considers all aspects of quality, with a particular emphasis on the Trust's annual quality priorities.

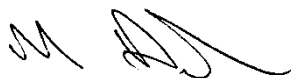
During 2018/19 the group received a number of presentations and updates from Trust representatives on varied topics including Recovery Colleges, carer initiatives, the Positive and Safe violence reduction strategy and transitions from children and young people's services to adult services.

The presentations provided Governors with a valuable opportunity to engage with staff, understand ongoing initiatives and to evaluate the quality of services provided. Members of the group have continued to attend the Trust Quality and Performance Committee and we have also played a valuable role in developing the 2019/20 Trust Quality Priorities.

In 2019/20 we will continue to monitor progress towards Quality Priorities and continue to participate in visits to Trust services.

Governors also complement engagement with service users and carers by being active members of the Service User and Carer Reference Group, the Service User & Carer Involvement & Engagement Group, the Triangle of Care Group (see page 38) and are currently involved in the development of the Service User & Carer Involvement Strategy.

All of these activities contribute to a thorough understanding by Governors of the issues impacting on the quality of services provided.

A handwritten signature in black ink, appearing to read 'M Adams'.

Margaret Adams

**Chair, Northumberland, Tyne and Wear NHS Foundation Trust Council of Governors Quality Group**

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# Care Quality Commission (CQC) Findings

In 2018, the Care Quality Commission (CQC) conducted an inspection of our services and once again rated us as “Outstanding”. We are one of only four Mental Health and Disability Trusts in the country to be rated as such, as at 1 April 2019.

All of our core services are rated overall as either “Good” or “Outstanding”, and we aim to protect, build upon and share our outstanding practice. We are also addressing all identified areas for improvement, which included:

- Reducing blanket restrictive practices,
- Availability of nurse call systems on inpatient wards, and
- Recording of physical health observations following the use of rapid tranquilisation.



Last rated  
26 July 2018

Northumberland, Tyne and Wear NHS  
Foundation Trust



Last rated  
26 July 2018

Northumberland, Tyne and Wear NHS Foundation Trust



## Are services

Safe?	Good
Effective?	Outstanding
Caring?	Outstanding
Responsive?	Outstanding
Well led?	Outstanding

The Care Quality Commission is the independent regulator of health and social care in England. You can read our inspection report at [www.cqc.org.uk/provider/RX4](http://www.cqc.org.uk/provider/RX4). We would like to hear about your experience of the care you have received, whether good or bad. Call us on 03000 61 61 61, e-mail [enquiries@cqc.org.uk](mailto:enquiries@cqc.org.uk), or go to [www.cqc.org.uk/share-your-experience-finder](http://www.cqc.org.uk/share-your-experience-finder)

Overall rating	Inadequate	Requires improvement	Good	Outstanding
				☆

	Safe	Effective	Caring	Responsive	Well led	Overall
Acute wards for adults of working age and psychiatric intensive care units	Requires improvement	Good	Good	Good	Good	Good
Child and adolescent mental health wards	Good	Outstanding	Good	Good	Outstanding	Outstanding
Community mental health services for people with learning disabilities or autism	Good	Outstanding	Outstanding	Outstanding	Outstanding	Outstanding
Community-based mental health services for adults of working age	Good	Outstanding	Outstanding	Good	Good	Outstanding
Community-based mental health services for older people	Good	Good	Outstanding	Outstanding	Outstanding	Outstanding
Forensic inpatient/secure wards	Good	Good	Good	Good	Good	Good
Long stay/rehabilitation mental health wards for working age adults	Good	Good	Good	Outstanding	Outstanding	Outstanding
Mental health crisis services and health-based places of safety	Good	Good	Good	Good	Good	Good
Specialist community mental health services for children and young people	Good	Outstanding	Outstanding	Good	Outstanding	Outstanding
Substance misuse services	Good	Good	Good	Good	Good	Good
Wards for older people with mental health problems	Good	Good	Outstanding	Good	Good	Good
Wards for people with learning disabilities or autism	Good	Outstanding	Outstanding	Outstanding	Outstanding	Outstanding

# Northumberland, Tyne and Wear NHS Foundation Trust aim at all times to work in accordance with our values:

Caring and compassionate	Respectful	Honest and transparent
Put ourselves in other people’s shoes Listen and offer hope Focus on recovery Be approachable Be sensitive and considerate Be helpful Go the extra mile	Value the skill and contribution of others Give respect to all people Respect and embrace difference Encourage innovation and be open to new ideas Work together and value our partners	Have no secrets Be open and truthful Accept what is wrong and strive to put it right Share information Be accountable for our actions

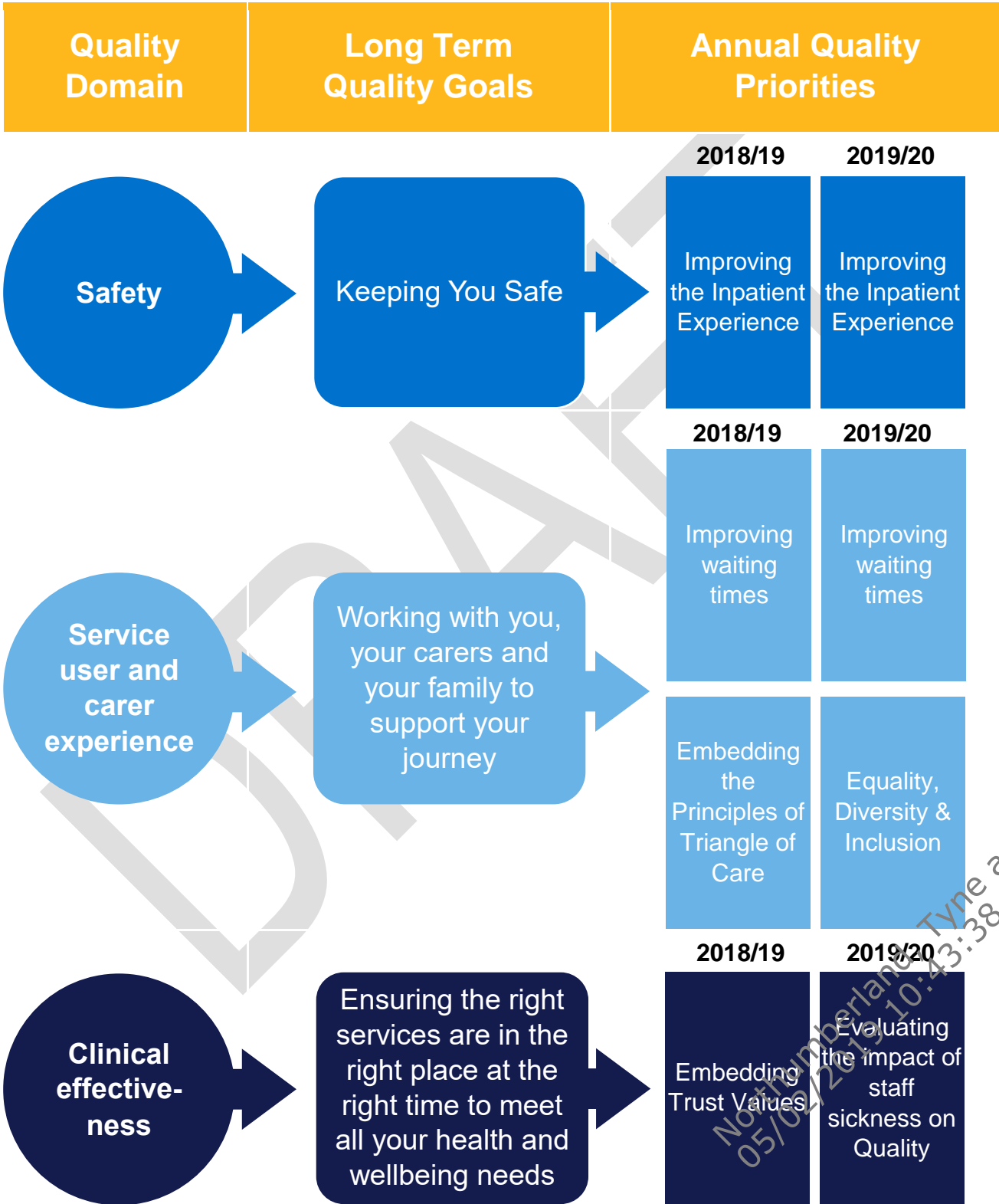
Our values ensure that we will strive to provide the best care, delivered by the best people, to achieve the best outcomes. Our concerns are quality and safety and we will ensure that our values are reflected in all we do:

## Our Strategy for 2017 to 2022

Our strategy takes into account local and national strategies and policies that affect us, and our ambitions are:



Our long term Quality Goals are based on safety, service user and carer experience, and clinical effectiveness. Each year we set Quality Priorities to help us achieve our long term Quality Goals:



# Trust Overview of Service Users

Table 1 below shows the number of current service users as at 31 March 2019 by locality, with a comparison of the same figures from the last 2 years:

Table 1: Service Users by locality 2016/17 to 2018/19

Clinical Commissioning Group (CCG)	2016/17	2017/18	2018/19
Durham Dales Easington & Sedgefield CCG	475	474	526
North Durham CCG	653	633	721
Darlington CCG	134	110	130
Hartlepool & Stockton CCG	184	193	217
Newcastle Gateshead CCG (Total)	13,210	13,195	13,405
<i>Newcastle</i>	8,592	8,533	8,659
<i>Gateshead</i>	4,618	4,662	4,746
North Tyneside CCG	4,093	4,013	4,161
Northumberland CCG	9,584	9,671	9,274
South Tees CCG	232	223	270
South Tyneside CCG	3,684	3,713	3,735
Sunderland CCG	9,443	9,711	9,917
Other areas	611	636	730
<b>Total Service Users</b>	<b>42,303</b>	<b>42,572</b>	<b>43,086</b>

Data source: NTW

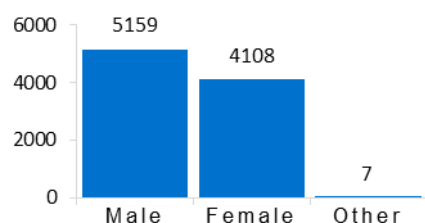
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## Breakdown of service users by age, gender, ethnicity (by CCG)

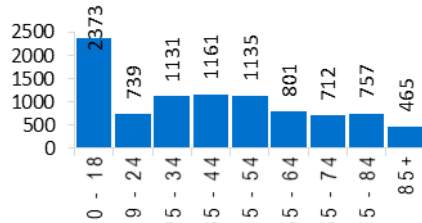
Figure 1: Gender, age and ethnic group breakdown of service users for main CCGs

### Northumberland CCG

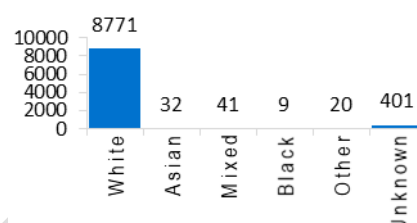
#### Gender Breakdown



#### Age Breakdown

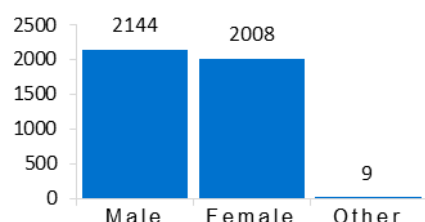


#### Ethnicity Breakdown

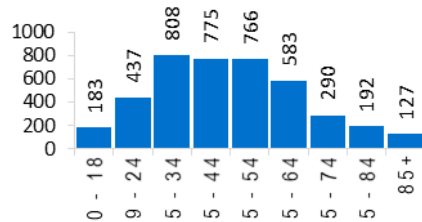


### North Tyneside CCG (please see page 33 for information on services in North Tyneside)

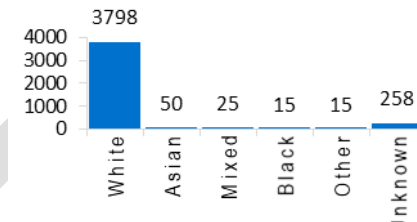
#### Gender Breakdown



#### Age Breakdown

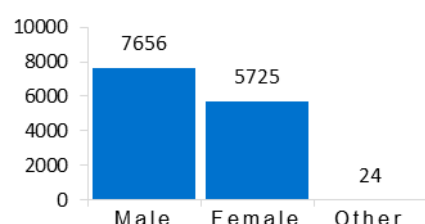


#### Ethnicity Breakdown

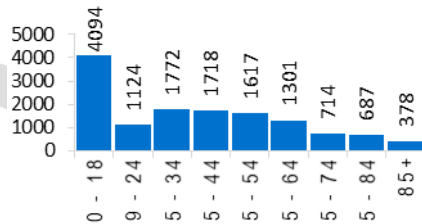


### Newcastle Gateshead CCG

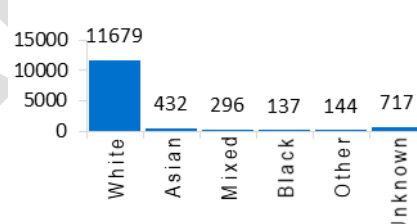
#### Gender Breakdown



#### Age Breakdown

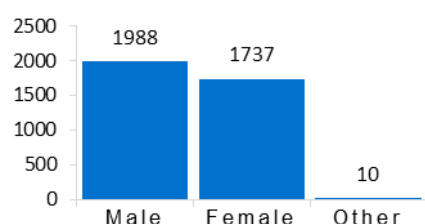


#### Ethnicity Breakdown

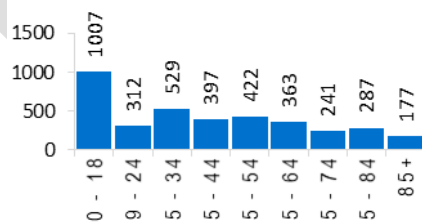


### South Tyneside CCG

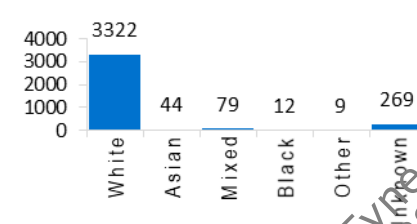
#### Gender Breakdown



#### Age Breakdown

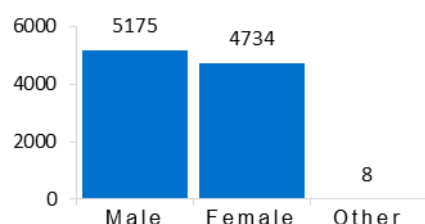


#### Ethnicity Breakdown

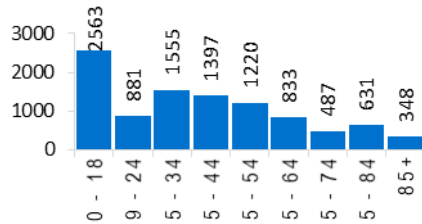


### Sunderland CCG

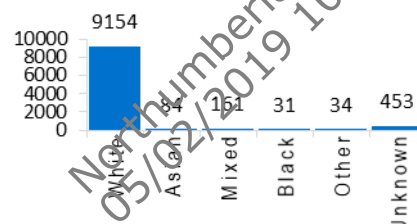
#### Gender Breakdown



#### Age Breakdown



#### Ethnicity Breakdown



Data source: NTW

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## Part 2a

# Looking Ahead – Our Quality Priorities for Improvement in 2019/20

This section of the report outlines the annual Quality Priorities identified by the Trust to improve the quality of our services in 2019/20.

Each year we set annual Quality Priorities to help us to achieve our long term Quality Goals. The Trust identifies these priorities in partnership with service users, carers, staff and partners from their feedback, as well as considering information gained from incidents and complaints, and by learning from Care Quality Commission findings.

Quality Priorities should reflect the greatest pressures that the organisation is currently facing.

An engagement process was undertaken from December 2018 to January 2019, inviting governors, service users, carers, staff, commissioners and other stakeholders to consider two questions relating to our Equality, Diversity & Inclusion Strategy:

1. How can we **understand** the communities we serve?

2. How will we know if we're meeting their **needs**?

By engaging with the diverse communities we serve, gathering information on how our work affects different groups, we can identify and remove barriers that prevent people we serve from being treated equally.



These are the agreed Quality Priorities for the year 2019/20, and how we intend to achieve them:

Safety	Clinical Effectiveness
<p><b>Improving the inpatient experience</b></p> <p>Continue to monitor average bed occupancy on adult and older people's mental health wards against the baseline period of January to March 2018.</p> <p>Continue to monitor average patient days receiving inappropriate out of area treatment (OAT).</p> <p>Implement reporting average patient days receiving OAT within NTW</p> <p>Continue to monitor service user and carer experience</p>	<p><b>Evaluating the impact of staff sickness on quality</b></p> <p>Determine a methodology for conducting a comparative analysis of staff sickness absence rates.</p> <p>Establish a measure of "continuity of care" for community services.</p> <p>Undertake a comparative analysis of staff sickness absence rates and relevant factors for each locality care group.</p> <p>Highlight the impact of staff sickness on quality to relevant clinical areas.</p>

Service User & Carer Experience	
<p><b>Improving waiting times</b></p> <p>Continue to reporting waiting times to first contact for adult services and commence reporting waiting times to treatment for adult and older people's mental health services.</p> <p>Split children and young people's services waiting times reporting into pathways, using second contact as treatment proxy, monitor and report using new format.</p> <p>Continue to monitor and report Gender Dysphoria, adult ADHD diagnosis and adult ASD diagnosis waiting times.</p>	<p><b>Equality, Diversity &amp; Inclusion</b></p> <p>Our implementation will involve a trustwide approach working across Locality Groups. the Equality &amp; Diversity Lead, NTW Academy, Chaplaincy, Commissioning &amp; Quality Assurance, Accessible Information Standard Group, and Communications</p> <p>We will work with the staff networks for BAME, Disability, LGBT+ and the Mental Health Staff Network.</p>



## Part 2b

# Looking Back – Review of Quality Goals and Quality Priorities in 2018/19

In this section we will review our progress against our 2018/19 **Quality Priorities** and consider the impact they may have made on each overarching **Quality Goal**.

Our 2018/19 Quality Priorities were:

Safety	Clinical Effectiveness
Improving the inpatient experience	Embedding Trust Values
Service User & Carer Experience	
Improving waiting times	Embedding the Principles of Triangle of Care

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# Improving the inpatient experience

<p><b>We said we would:</b></p>	<ol style="list-style-type: none"> <li>1. Reduce the number of service users being admitted to inpatient beds outside of the Trust because we have no beds available.</li> <li>2. Reduce bed occupancy rates so that beds are always available.</li> <li>3. Reduce the number of service users who are admitted to our beds outside of their home locality.</li> <li>4. Monitor the feedback we receive from inpatients about their experience of being cared for on our wards.</li> </ol>																										
<p><b>Progress</b></p>	<p><b>Ongoing</b></p> <p>(1) The number of inappropriate out of area bed days during 2018/19 is shown in Figure 2. There has been a reducing trend throughout the year.</p> <div data-bbox="798 795 1436 1288"> <p><i>Figure 2: Number of inappropriate Out of Area bed days by month, 2018/19</i></p> <table border="1"> <caption>Inappropriate Out of Area bed days 2018/19</caption> <thead> <tr> <th>Month</th> <th>Number of bed days</th> </tr> </thead> <tbody> <tr><td>April</td><td>88</td></tr> <tr><td>May</td><td>35</td></tr> <tr><td>June</td><td>51</td></tr> <tr><td>Jul</td><td>75</td></tr> <tr><td>Aug</td><td>21</td></tr> <tr><td>Sep</td><td>0</td></tr> <tr><td>Oct</td><td>23</td></tr> <tr><td>Nov</td><td>63</td></tr> <tr><td>Dec</td><td>47</td></tr> <tr><td>Jan</td><td>7</td></tr> <tr><td>Feb</td><td>38</td></tr> <tr><td>Mar</td><td>28</td></tr> </tbody> </table> <p>Data source: NTW</p> </div> <p>(2) Average bed occupancy levels during 2018/19 have been monitored and are compared with a baseline position from the previous year to ensure the Trust is moving towards achieving the optimal bed occupancy rate of 85% as recommended by the Royal College of Psychiatrists.</p> <p>During the last quarter of 2017/18 (the baseline period) the average bed occupancy rate in mainstream services (including leave days) was:</p> <ul style="list-style-type: none"> <li>• adult (acute, rehab &amp; PICU) = 95% occupancy rate</li> <li>• older people = 88% occupancy rate</li> </ul> <p>The bed occupancy level in 2018/19 for <b>adult</b> mainstream beds reduced between July – December 2018, reaching its lowest level in Q3 at 92.8% (2% reduction compared to baseline). An increase in occupancy rate is shown in the latest quarter of 2018/19 (January – March 2019) compared to previous months, and exceeds baseline position (3% increase). This is shown in table 2. During the year the number of available beds in adult mainstream beds have reduced, mostly during Q4, and as a consequence the bed occupancy rate has increased. Over the year there has been a reduction in occupied bed</p>	Month	Number of bed days	April	88	May	35	June	51	Jul	75	Aug	21	Sep	0	Oct	23	Nov	63	Dec	47	Jan	7	Feb	38	Mar	28
Month	Number of bed days																										
April	88																										
May	35																										
June	51																										
Jul	75																										
Aug	21																										
Sep	0																										
Oct	23																										
Nov	63																										
Dec	47																										
Jan	7																										
Feb	38																										
Mar	28																										

days (OBDs) which is evident in table 3. The graphs and tables below illustrate the bed occupancy over the year.

The bed occupancy level for **older people's** beds during 18/19 has reduced below the baseline, and has seen a further reduction in the latest quarter (January – March 2019) (16% reduction from baseline). The number of occupied bed days has also reduced in older people's inpatient services. As within adult services, there has been a reduction in available beds.

The management of bed utilisation remains a significant issue for the Trust therefore this will remain a Quality Priority for 2019/20 and 2020/21. There will be a small number of bed reductions during 2019/20 linked to the system wide review of both adult and older people's services within Newcastle and Gateshead previously known as Deciding/Delivering Together.

*Table 2: Average bed occupancy by quarter, 2018/19*

Average bed occupancy including leave	Adult mental health wards including PICU (Q4 1718 baseline = 95%)				Older People's mental health wards (Q4 1718 baseline = 88%)			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
North	93.7%	94.3%	91.4%	92.8%	93.9%	91.0%	94.4%	93.8%
Central	99.4%	95.7%	95.9%	96.5%	67.1%	78.0%	88.9%	91.9%
South	98.0%	94.0%	91.4%	91.8%	75.9%	74.7%	71.2%	68.7%
<b>Trustwide</b>	<b>97.0%</b>	<b>94.6%</b>	<b>92.8%</b>	<b>93.5%</b>	<b>78.8%</b>	<b>78.9%</b>	<b>79.3%</b>	<b>78.3%</b>

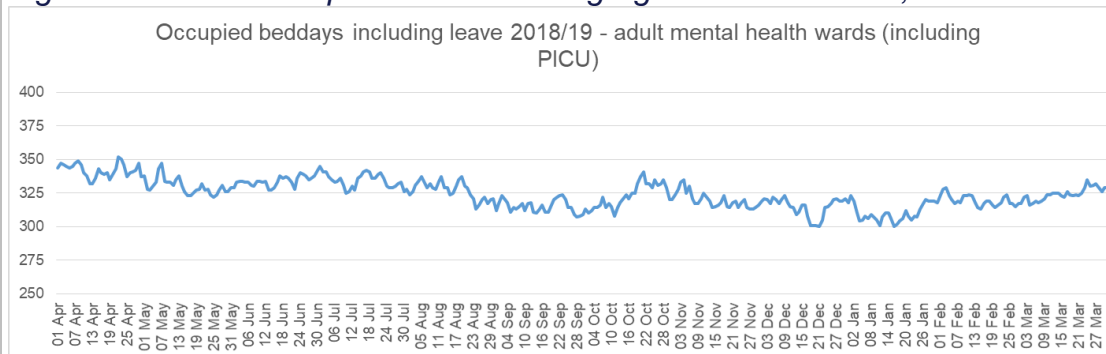
Data source: NTW

*Table 3: Occupied mental health beds, 2018/19*

Occupied bed-days including leave	Adult mental health wards including PICU				Older People's mental health wards			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Trustwide	30,510	29,944	29,357	28,609	8,052	7,828	7,738	7,468
Number of days	91	92	92	90	91	92	92	90
Average per day	335	325	319	318	88	85	84	83

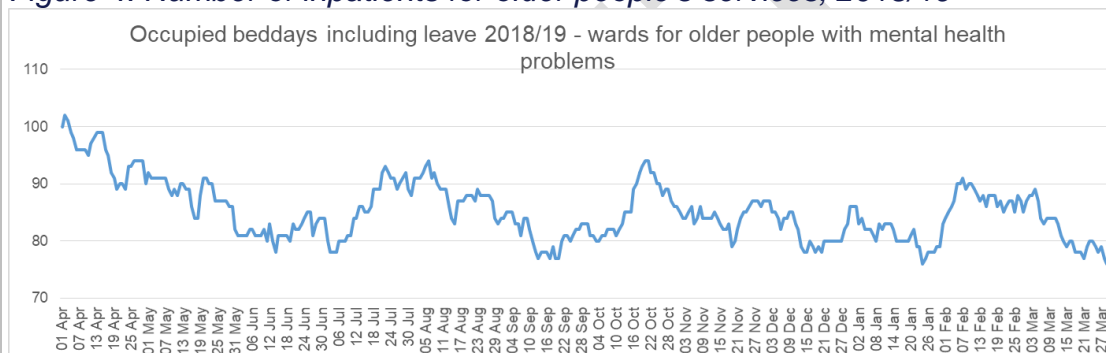
Data source: NTW

**Figure 3: Number of inpatients for working-age adult MH wards, 2018/19**



Data source: NTW

**Figure 4: Number of inpatients for older people's services, 2018/19**

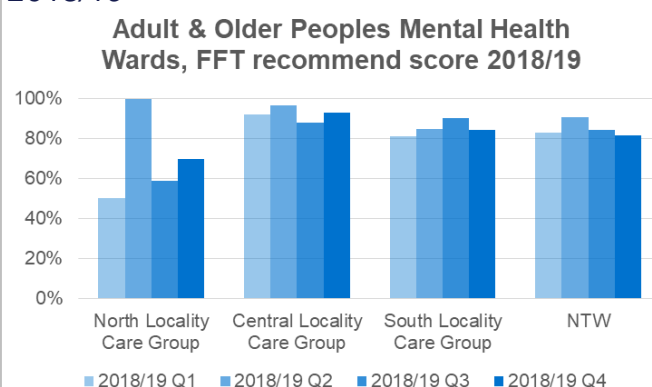


Data source: NTW

(3) An approach to capture inappropriate out of area placement bed usage within the NTW footprint remains in development.

(4) Analysis of the Friends and Family Test recommend scores for adult and older peoples mainstream mental health wards April 2018 to March 2019:

**Figure 5: Friends and Family Test scores for adult and older people's MH wards by quarter 2018/19**



Data source: NTW

North Locality 56; Central Locality 108; South Locality 211

Figure 5 shows the Friends and Family Test (FFT) "recommend" score for each quarter of 2018-19. The results are based upon 375 surveys received, and the North locality, which received the fewest surveys, has the greatest variation in scores:

The above data is based upon the following number of surveys received:

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	<p>Note that uptake of Points of You within some of the inpatient areas remains low, work is ongoing to encourage higher volumes of responses. For more information on Points of You please see pages 45 and 90.</p> <p>No comments or complaints relating to travelling to wards were received during the year 2018/19.</p>
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*"I wish the hospital ... was a care home, as my Dad is so happy, I've never seen him so happy. The staff are so lovely and caring, it will be so sad to see my Dad leave... I worry all the time about my Dad as I live down south, it's so hard being away from him. I call every day the staff are so lovely even put my Dad on the phone. I came back after visiting for a couple of days and I have no worries where he is as he is so settled and come a long way since I last saw him. Thank you so much..."*

*"...My first weekend leave went well however when I returned on the Monday (lunch time) there was no (room/bed) for me and had to wait 6hrs. My husband or myself could have been informed. The following day I was allowed home (Tuesday) on leave, waited 6 1/2 hours for discharge to be arranged..."*

+ benchmarking section (AF)

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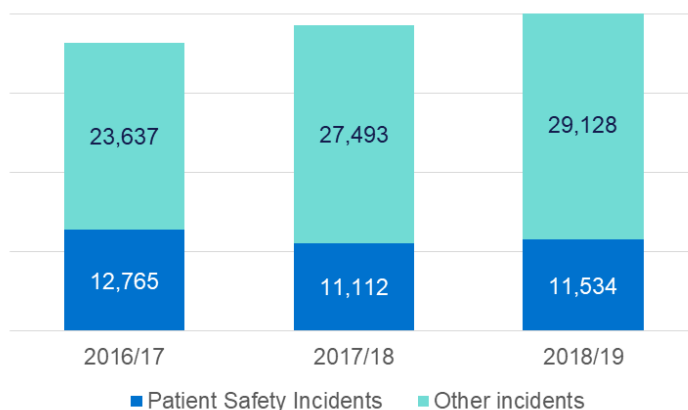
# How has the Improving the inpatient experience Quality Priority helped support the Safety Quality Goal of Keeping You Safe?

We aim to demonstrate success against this quality goal by reducing the severity of incidents and the number of serious incidents across the Trust's services.

Figure 6 shows the total number of patient safety incidents reported by the Trust over the past 3 years:

Compared with the previous year, there has been a 4% increase in the number of patient safety incidents. Patient safety incidents represent 28% of the total number of incidents reported for the year, which totalled 30,662 (an increase of 5% from the previous year).

Figure 6: Number of reported **patient safety** incidents and total incidents 2016/17 to 2018/19



Data source: NTW

Table 4: Number and percentage of **patient safety** incidents by impact 2016/17 to 2018/19

Number of Patient Safety incidents reported by impact:	2016/17		2017/18		2018/19	
No Harm	6,626	52%	6,584	59%	7,328	64%
Minor Harm	5,181	41%	3,692	33%	3,595	31%
Moderate Harm	770	6%	752	7%	540	5%
Major Harm	79	1%	38	0%	46	0%
Catastrophic, Death*	109	1%	46	0%	25	0%
Total patient safety incidents	12,765	100%	11,112	100%	11,534	100%

Data source: NTW

Note, annual totals for previous years may differ from previously reported data due to ongoing data quality improvement work and to reflect coroner's conclusions when known.

Data is as at 2 April 2019.

\*The reduction in the number of reported deaths from 2017/18 follows changes to national reporting rules regarding deaths of unknown cause. We are now only required to report actual self-harm related deaths.

The “no harm” or “minor harm” patient safety incidents now account for 95% of reported patient safety incidents, with an increase in the number assessed as “no harm”.

### Degree of harm in patient safety incident reports

**No Harm** – a situation where no harm occurred: either a prevented patient safety incident or a no harm incident

**Minor Harm** – any unexpected or unintended incident that required extra observation or minor treatment and caused minimal harm to one or more persons

**Moderate Harm** – any unexpected or unintended incident that resulted in further treatment, possible surgical intervention, cancelling of treatment, or transfer to another area, and which caused short-term harm to one or more persons

**Major Harm** – any unexpected or unintended incident that caused permanent or long-term harm to one or more persons

**Catastrophic, Death** – any unexpected or unintended event that caused the death of one or more persons.

Table 5: **Total** incidents 2018/19 for local CCGs, includes patient safety and non-patient safety incidents

Total incidents by locality	No Harm	Minor Harm	Moderate Harm	Major Harm	Catastrophic, Death
NHS Northumberland CCG	7,804	2,215	237	18	156
NHS North Tyneside CCG	2,164	650	75	10	109
NHS Newcastle Gateshead CCG	7,877	2,260	271	21	337
Newcastle	5,730	1,633	173	13	259
Gateshead	2,147	627	98	8	78
NHS South Tyneside CCG	1,812	546	71	9	122
NHS Sunderland CCG	4,793	1,756	336	29	263
Total for local CCGs	24,450	7,427	990	87	987

Data source: NTW

Note that column 5 includes all deaths including by natural causes, and that there are also incidents relating to service users from other non-local CCGs, the trust total deaths for NTW is 1,035. There is more information on Learning from Deaths on page 65.



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## Openness and Honesty when things go wrong: the Professional Duty of Candour

All healthcare professionals have a duty of candour which is a professional responsibility to be honest with service users and their advocates, carers and families when things go wrong. The key features of this responsibility are that healthcare professionals must:

- Tell the service user (or, where appropriate, the service user's advocate, carer or family) when something has gone wrong.
- Apologise to the service user. Offer an appropriate remedy or support to put matters right (if possible).
- Explain fully to the service user the short and long term effects of what has happened.

At NTW we try to provide the best service we can. Unfortunately, sometimes things go wrong. It is important that we know about these so we can try to put things right, and stop them from going wrong again.

If you wish to make a complaint you can do so by post to: Complaints Department, St. Nicholas Hospital, Gosforth, Newcastle upon Tyne NE3 3XT

By email: [complaints@ntw.nhs.uk](mailto:complaints@ntw.nhs.uk)

By phone: 0191 245 6672

A key requirement is for individuals and organisations to learn from events and implement change to improve the safety and quality of care. We have implemented the Duty of Candour, developed a process to allow thematic analysis of reported cases, raised awareness of the duty at all levels of the organisation and we are also reviewing how we can improve the way we learn and ensure that teams and individuals have the tools and opportunities to reflect on incidents and share learning with colleagues. Healthcare professionals must also be open and honest and take part in reviews and investigations when requested. All staff are aware that they should report incidents or raise concerns promptly, that they must support and encourage each other to be open and honest, and not stop anyone from raising concerns.

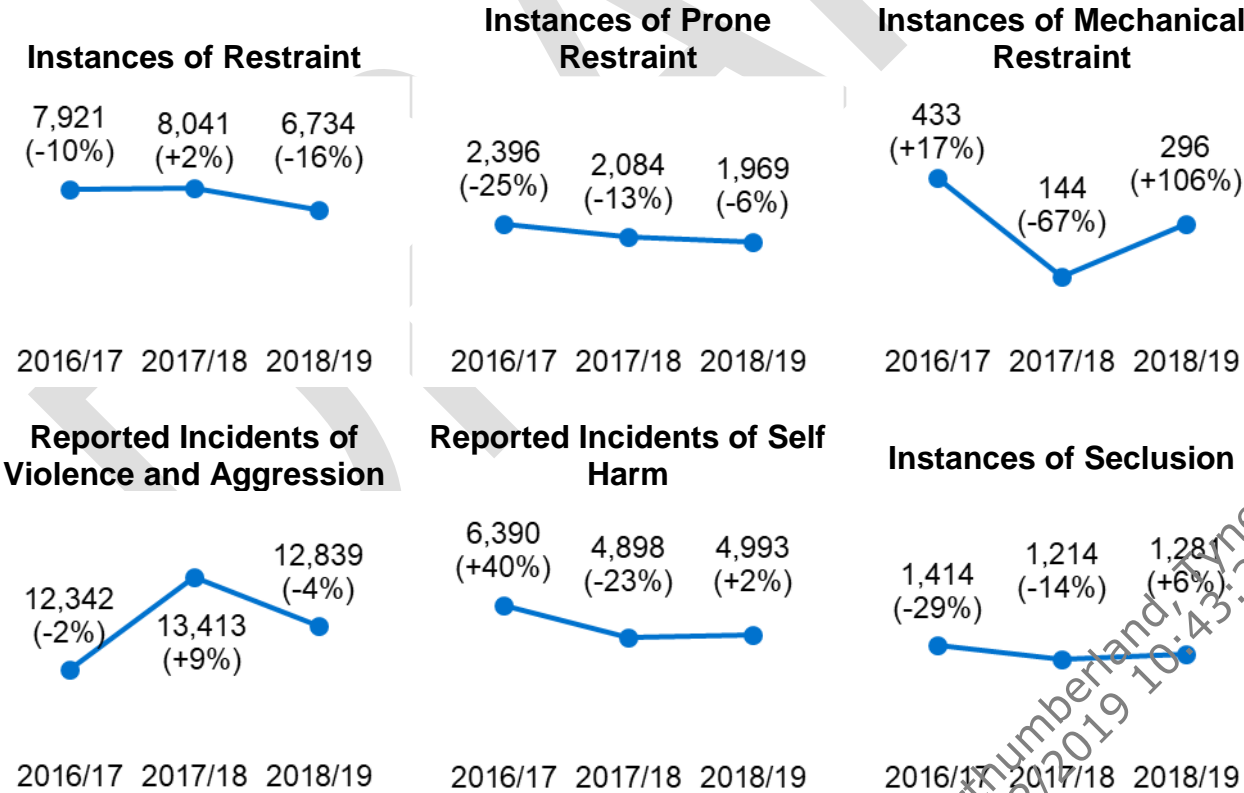
We have reviewed our approach to Duty of Candour, in light of the national publications on death reviews and have been applying this new approach since April 2017.



Through the last year the Safer Care Team has continued to report through the governance system of the Trust producing monthly and quarterly Safer Care reports for the clinical care groups. Learning has developed over the last year with the creation of the Learning and Improvement Group, as well as significant development of the Safer Care Intranet site and Safer Care Bulletin. These have been well received and embedded throughout the organisation. The Safer Care Team continues through its subject experts to support key governance systems such as Infection, Prevention and Control, Safeguarding, Health, Safety, Security and Emergency Preparedness, and has improved significantly over the last year the key corporate processes of serious incidents, including learning from deaths and mortality reviews as well as complaints, claims and complex case panel reviews. All of the learning is shared through the Safer Care reports and presented to the Board of Directors as well as the Quality Review Groups where shared learning with our Commissioners takes place.

Positive and Safe Strategy impact in numbers:

Figure 7: Talk 1st number of incidents (can change on previous year) 2016/17 to 2018/19



Data source: NTW

The Positive and Safe strategy continues to deliver positive change in relation to the reduced use of restrictive interventions across NTW.

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Reductions in the use of restraint, prone restraint, and violence and aggression have been noted.

Small increases have been noted in the areas of violence and aggression and restraints overall, this is largely attributable to a small number of highly complex patients across the trust and improved reporting systems. It is encouraging to note that despite the rise in the aforementioned fewer restrictive interventions overall are being used as a result.

Inpatient and community teams across the trust are engaged in the Talk 1st programme which aims to reduce violence and aggression by ensuring our environments are positive, inclusive and person centred. This approach has been embraced by the teams and has resulted in a number of positive practice examples, some of which have received national recognition as best practice.

## Freedom to Speak Up

As the key to the delivery of safe and compassionate care, the Trust is committed to an open reporting culture about the quality of care, patient safety, or bullying. Staff are encouraged to embrace as normal practice the raising of concerns, speaking to their manager or in team meetings. They are further supported by the Freedom to Speak Up (FTSU) Guardian and a network of 31 FTSU Champions. Managers are required to also inform self-employed, contractors, agency staff, volunteers, or students/apprentices/trainees on placement, about the raising concerns process.

Every page of the staff Intranet gives Raising Concerns information, including details of how to raise concerns outside the Trust, giving details of (among others) the CQC and Public Concern at Work. Posters detailing how to contact the FTSU Guardian are widely distributed.

Concerns are responded to as locally as possible. Those hearing the concerns may instigate investigatory processes. Those hearing concerns are required to report back to those raising concerns about the outcome of any enquiry and any proposed remedial action. This is usually done in writing or in a feedback meeting, and may be done to individuals or staff groups.

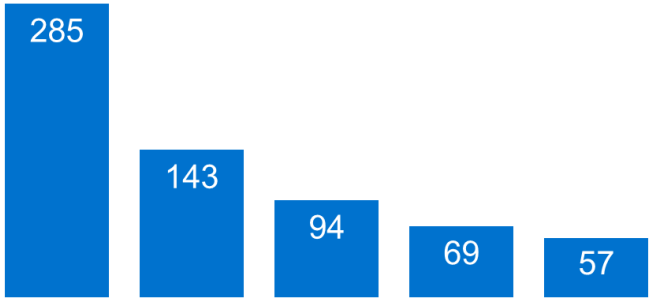
As a matter of policy, staff who speak up are protected from detriment even if it later transpires that they were mistaken in their suspicions or belief. The Trust does not tolerate bullying, harassment or victimisation of anyone raising a concern, and such behaviour would be dealt with under the Trust's Disciplinary Procedure (including the possibility of dismissal).

### Neil Cockling

Freedom to Speak Up Guardian

Northumberland, Tyne and Wear NHS Foundation Trust

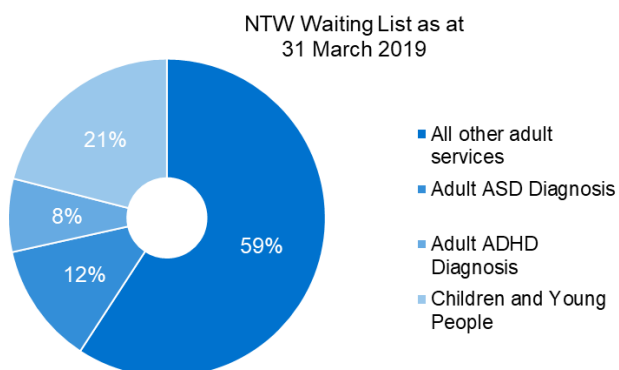
## Improving waiting times

<p><b>We said we would:</b></p>	<p>Improve waiting times for adult and older people's services so the 18 week Trust standard is achieved.</p> <p>Improve waiting times for children and young people to ensure that the 18 week treatment standard is achieved by the end of the year.</p> <p>Report waiting times for specialised services separately.</p>												
<p><b>Progress</b></p>	<p><b>Partially Met</b></p> <p>Nobody should wait more than 18 weeks for their first contact with a community service. In line with nationally reported 18 weeks data, we measure progress against this by looking at the waiting list at the end of the year, and calculating how many of those service users waiting had been waiting for more or less than 18 weeks at that point.</p> <p>Referrals which are regarded as a priority or emergency by the clinical team would not be expected to wait 18 weeks for first contact. The definition of what constitutes a priority or emergency referral differs per service.</p> <p>We encourage service users, carers and referrers to keep in touch with us while they are waiting for the first contact with a service, to manage risks and to ensure that we understand if anything about their situation changes.</p> <p>This year we have seen significant improvements within non specialised community services for adults and older people, the number of people waiting more than 18 weeks for their first contact with a service at 31st March 2019 was 56, which is a decrease of 80% when compared with the same date last year, when 285 people were waiting.</p> <p>The biggest reductions have been seen in the North locality (Northumberland and North Tyneside).</p> <p><i>Figure 8: People waiting more than 18 weeks for first contact for non-specialised services, 2018/19</i></p> <div data-bbox="336 1525 1018 1944"> <p><b>Number of service users waiting more than 18 weeks for first contact - non specialised services</b></p>  <table border="1"> <thead> <tr> <th>Date</th> <th>Number of service users</th> </tr> </thead> <tbody> <tr> <td>31 Mar 2018</td> <td>285</td> </tr> <tr> <td>31 Jul 2018</td> <td>143</td> </tr> <tr> <td>30 Sep 2018</td> <td>94</td> </tr> <tr> <td>31 Dec 2018</td> <td>69</td> </tr> <tr> <td>31 Mar 2019</td> <td>57</td> </tr> </tbody> </table> </div> <p>Data source: NTW</p> <p>Waiting times to access community services for children and young people have significantly improved in Northumberland and there has been large reductions in the number waiting in Newcastle and Gateshead. Note that the methodology used to calculate waiting times for children and young people's services is changing in 2019/20.</p>	Date	Number of service users	31 Mar 2018	285	31 Jul 2018	143	30 Sep 2018	94	31 Dec 2018	69	31 Mar 2019	57
Date	Number of service users												
31 Mar 2018	285												
31 Jul 2018	143												
30 Sep 2018	94												
31 Dec 2018	69												
31 Mar 2019	57												

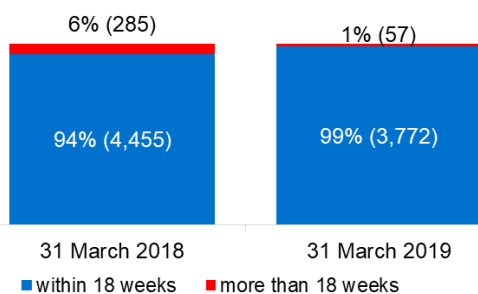
## Waiting times analysis at locality level

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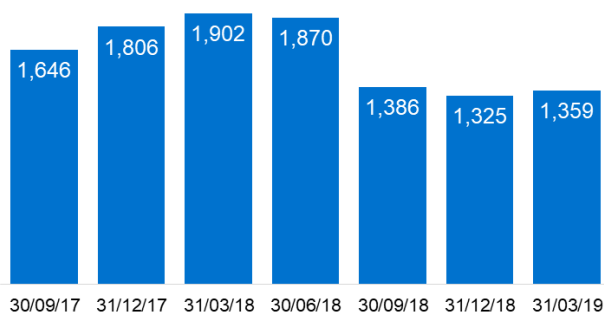
Figure 9a-f: Northumberland, Tyne and Wear NHS Foundation Trust waiting lists, assorted metrics



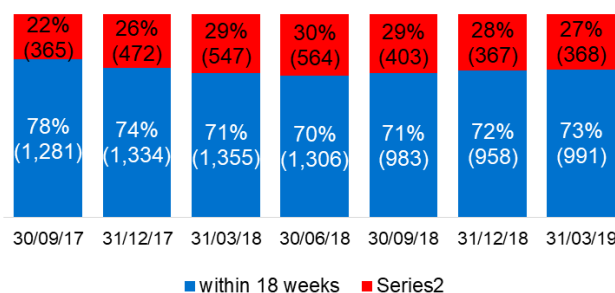
NTW all other adult services % and number waiting more than and within 18 weeks



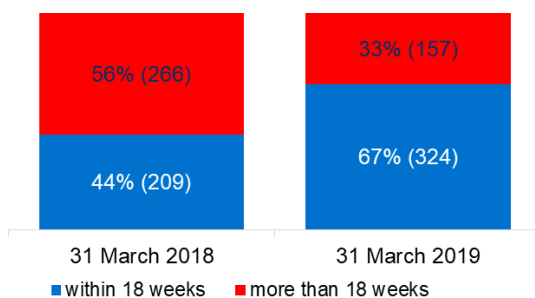
NTW CYPS Waiting List Size



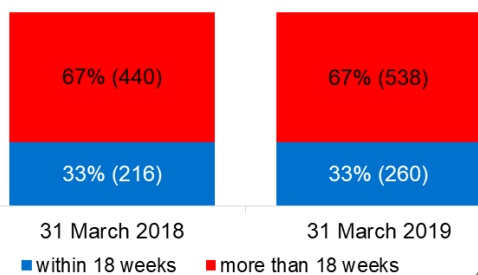
NTW CYPS % and number waiting more than and within 18 weeks



NTW Adult ADHD Diagnosis % and number waiting more than and within 18 weeks



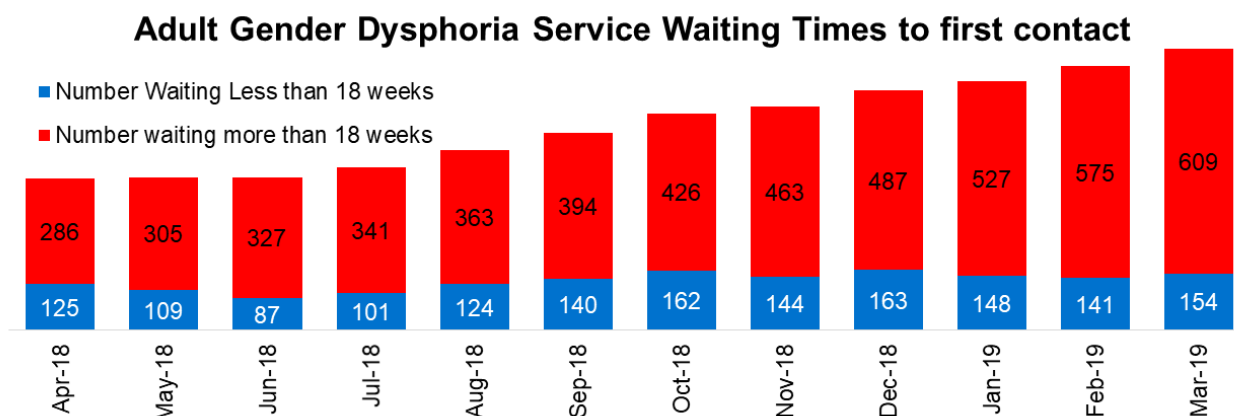
NTW Adult Autism Spectrum Disorder Diagnosis % and number waiting more than and within 18 weeks



Data source: NTW

The **Gender Identity Service** is a regional service commissioned by NHS England, therefore the data for this service is not displayed at Clinical Commissioning Group (CCG) level.

Figure 10: Gender identity service waiting list 2018-19



Data source: NTW

The overall waiting list for this service has dramatically increased during the year, due to the sustained increase in referrals received. As at 31 March 2019, there were a total of 763 adults waiting to access the service, more than double the equivalent number as at 31 March 2018 (366). NHS England has recognised the national difficulties in meeting the demand for these services and a procurement exercise is taking place during 2019 to review the current provision.

NTW data for **Five Year Forward View for Mental Health** waiting time standards:

Table 6: Five Year Forward View for Mental Health waiting times data 2018/19

Area	Waiting time measure	Minimum standard	NTW data	Data period
Early Intervention in Psychosis (EIP)	% starting treatment within two weeks of referral	50%	<b>79.6%</b>	April 2018 to March 2019
Improving Access to Psychological Therapies (IAPT)	% entering treatment within 6 weeks	75%	<b>99.8%</b>	April 2018 to March 2019
Children and young people with an eating disorder	% urgent cases starting treatment within one week of referral	95% by 2020/21	<b>100%</b>	April 2018 to March 2019
	% routine cases starting treatment within four weeks of referral		<b>86.2%</b>	

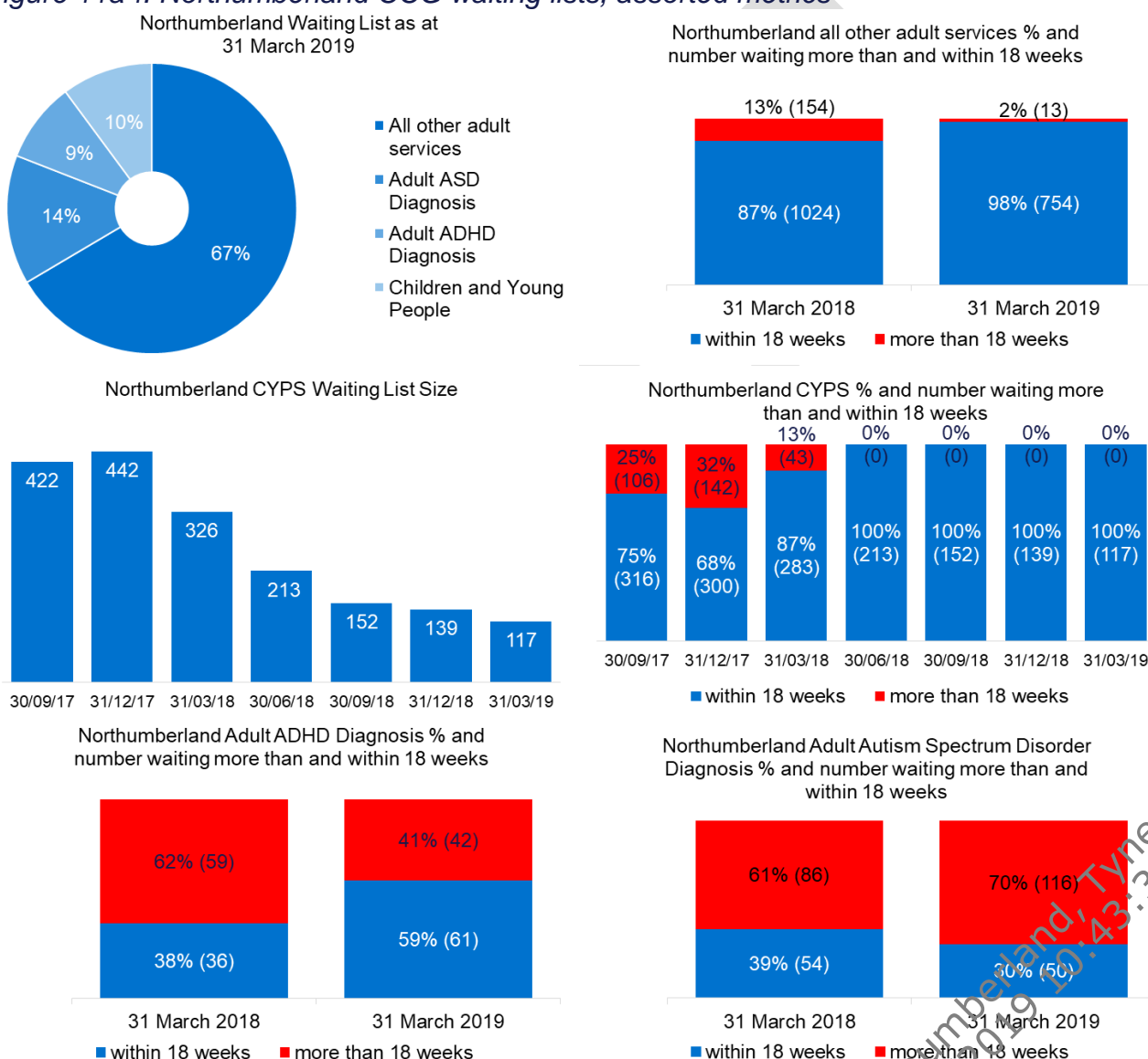
Data source: NTW

## Waiting times analysis at locality level

In **Northumberland**, waiting times for non specialised adult services have reduced, with 13 individuals waiting more than 18 weeks for their first contact as at 31 March 2019.

Within services for Children and Young People (CYPS), there has been a sustained improvement, with no child or young person waiting more than 18 weeks for treatment during the whole year. Waiting times for the adult attention deficit hyperactivity disorder diagnosis services have improved and waits for the adult autism spectrum disorder diagnosis service have slightly lengthened.

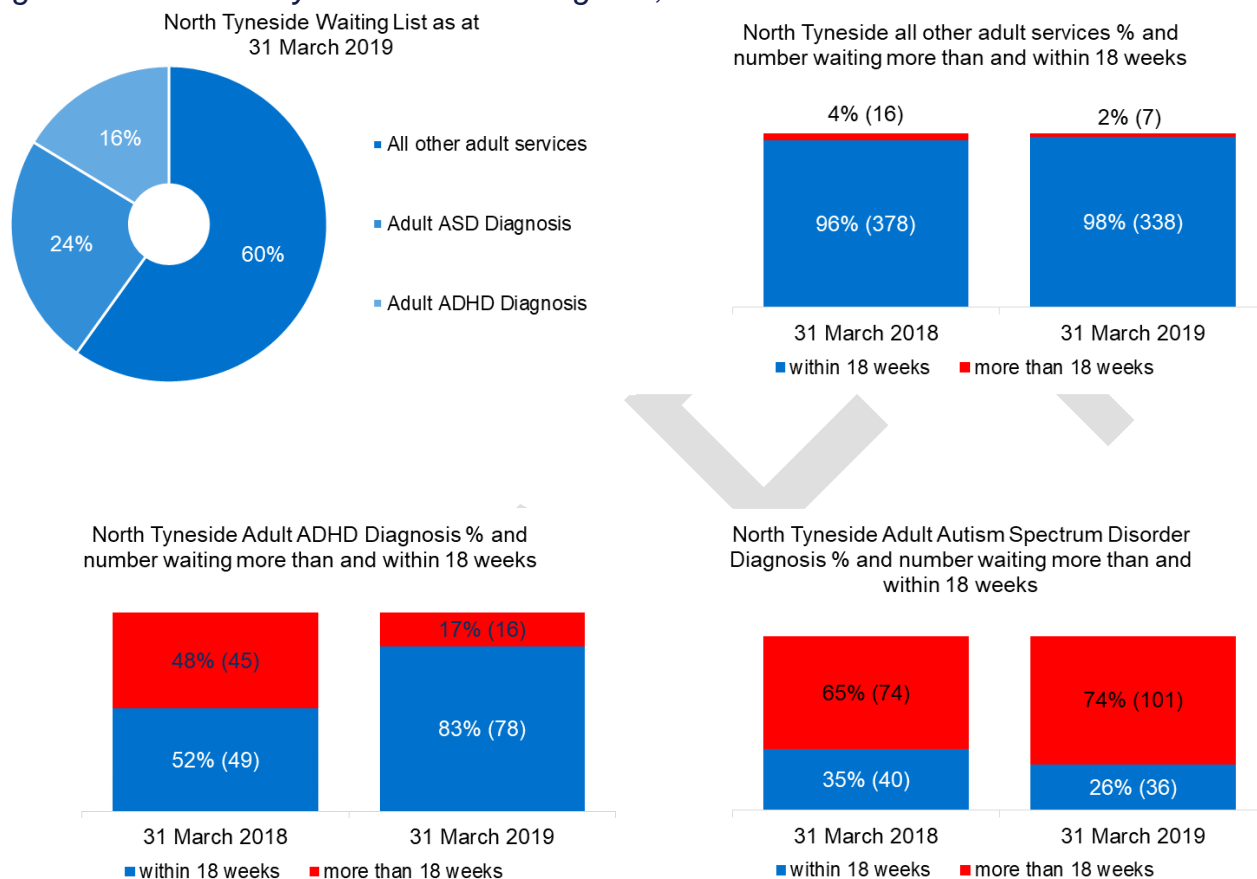
Figure 11a-f: Northumberland CCG waiting lists, assorted metrics



Data source: NTW

In **North Tyneside**, the waiting times for adult services have remained broadly under 18 weeks and waits for adult ADHD services have reduced. There has been some increase in services users experiencing long waits for the adult autism spectrum disorder diagnosis service.

*Figure 12a-d: North Tyneside CCG waiting lists, assorted metrics*



Data source: NTW

NTW does not provide community services for children and young people in North Tyneside, this service is provided by Northumbria Healthcare NHS Foundation Trust.

<https://www.northumbria.nhs.uk/our-services/childrens-services/child-and-adolescent-mental-health-service-camhs/>

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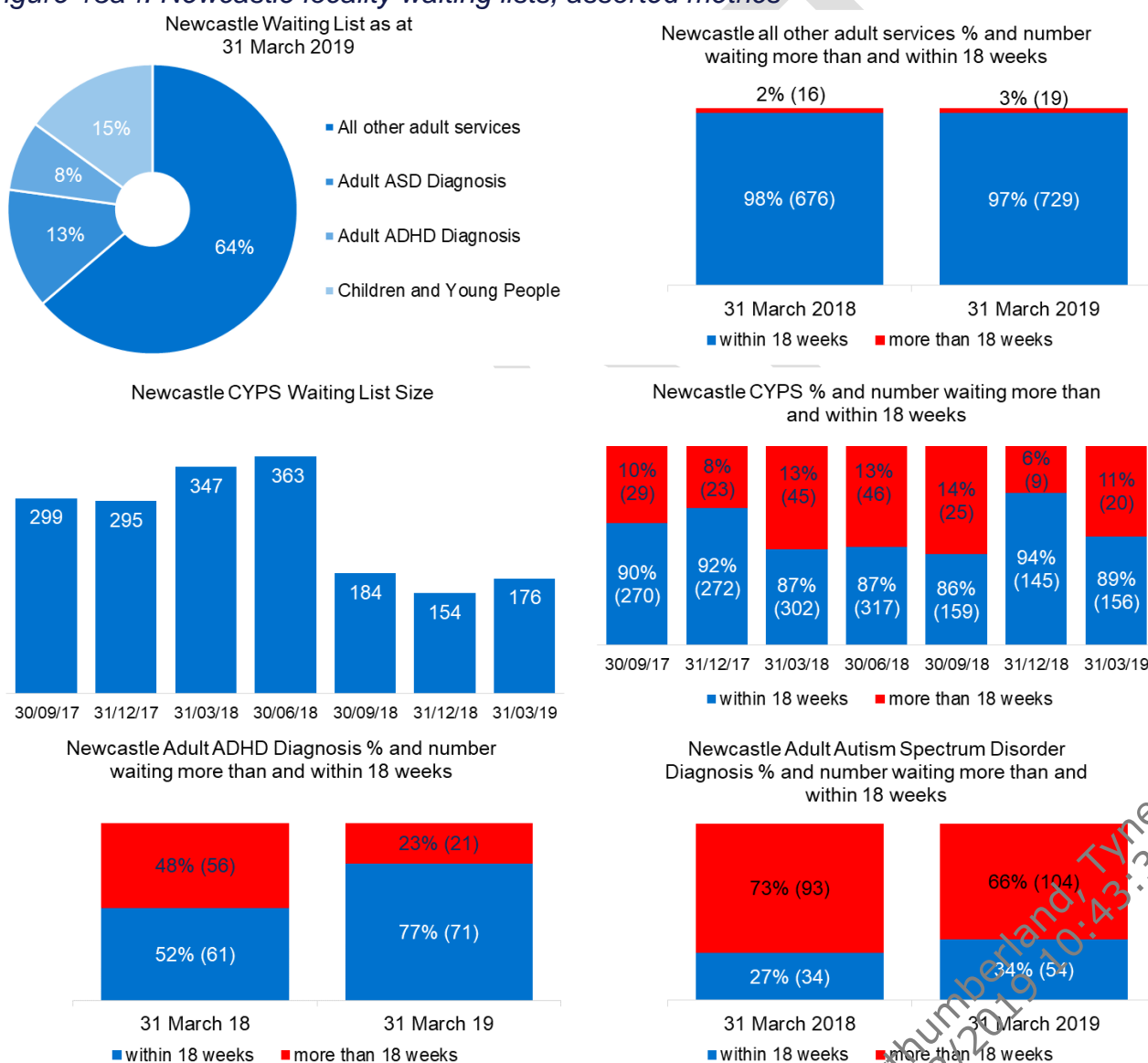


In **Newcastle**, the waiting times for adult services are similar to last year where very few service users have a long wait to be seen.

The introduction of a single point of contact for children and young people's services in Newcastle has seen a reduction in the numbers waiting, although the *proportion* waiting more than 18 weeks has remained broadly similar throughout the last year.

There has been reductions in the waiting times for the adult attention deficit hyperactivity disorder diagnosis services and for the adult autism spectrum disorder diagnosis service.

**Figure 13a-f: Newcastle locality waiting lists, assorted metrics**

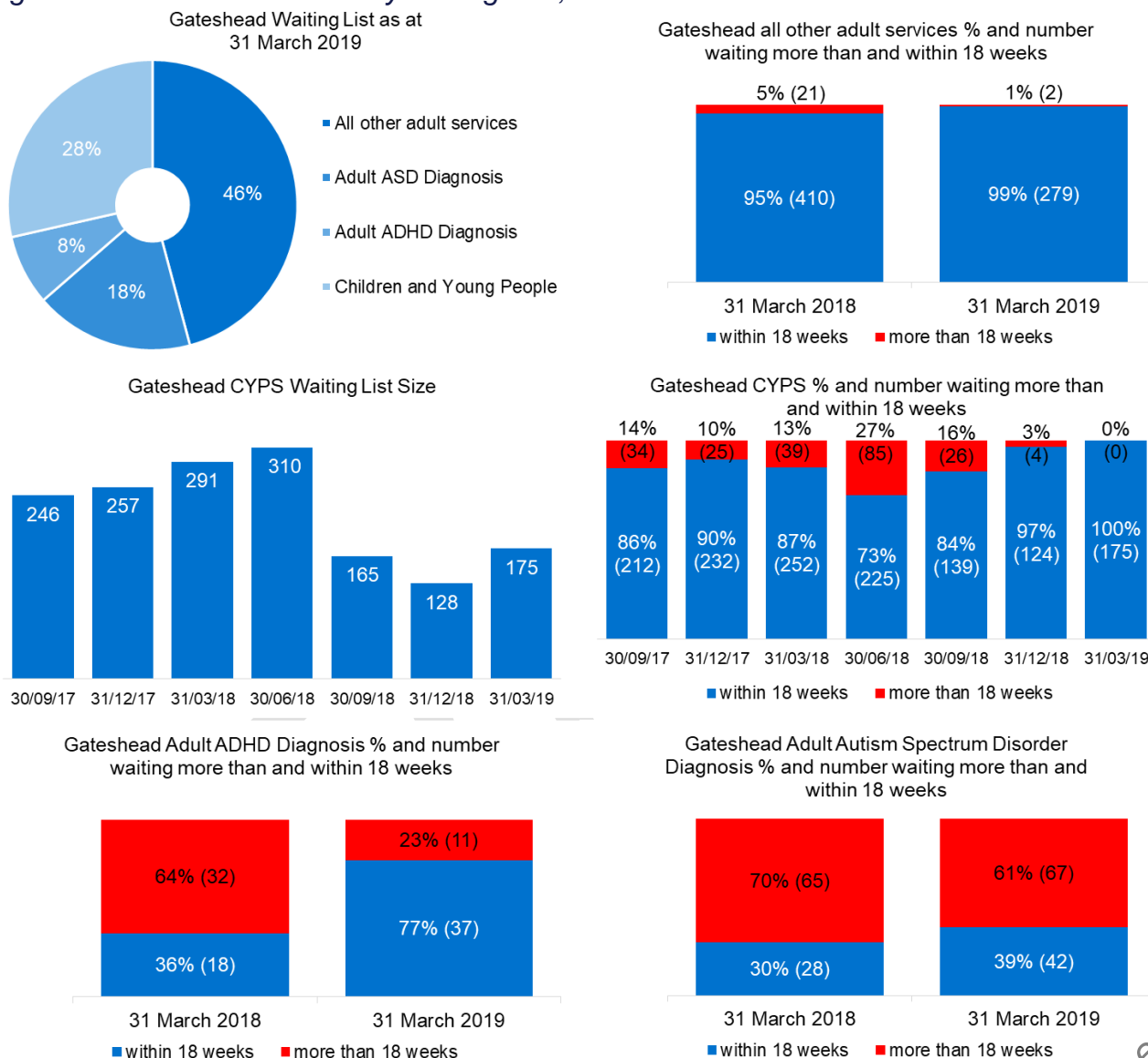


Data source: NTW



In **Gateshead**, there has been improvements in the waiting times for all service areas. There has been a big reduction in the number of Children & Young People waiting for treatment and at 31 March 2019 there were none waiting more than 18 weeks.

Figure 14a-f: Gateshead locality waiting lists, assorted metrics



Data source: NTW

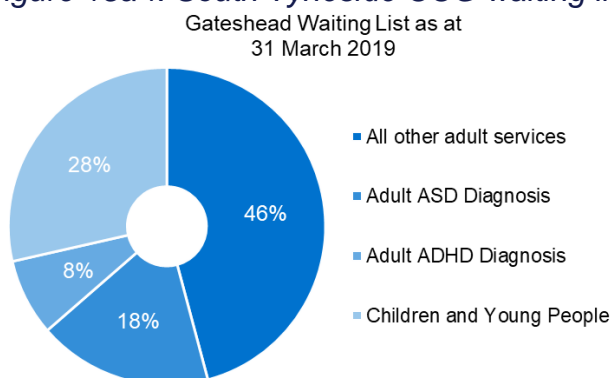
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In **South Tyneside**, there has been further improvements in the waiting times to first contact for adult services, with none waiting more than 18 weeks.

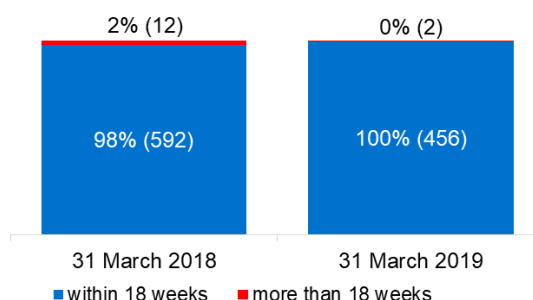
Waiting times for children and young people services have seen a reduction in both number waiting and proportion waiting over 18 weeks compared with one year ago.

There has been an improvement in waits to access the adult attention deficit hyperactivity disorder diagnosis service and an increase in the number waiting to access the adult autism spectrum disorder diagnosis service.

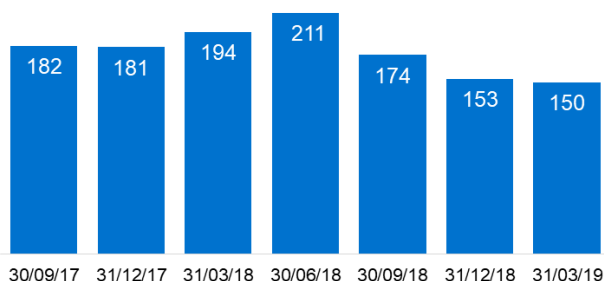
**Figure 15a-f: South Tyneside CCG waiting lists, assorted metrics**



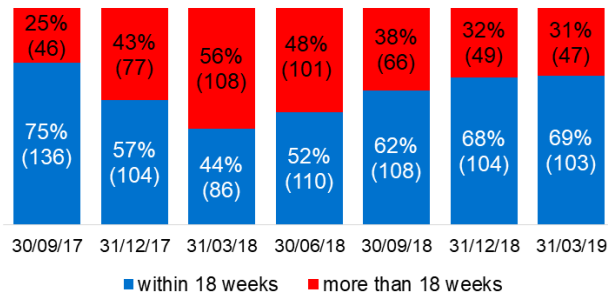
South Tyneside all other adult services % and number waiting more than and within 18 weeks



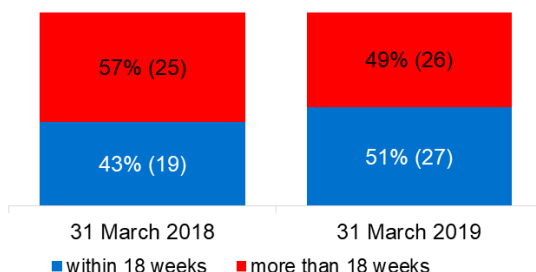
South Tyneside CYPS Waiting List Size



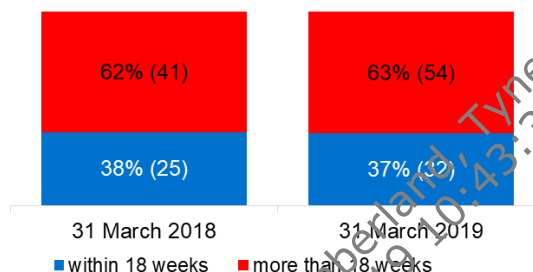
South Tyneside CYPS % and number waiting more than and within 18 weeks



South Tyneside Adult ADHD Diagnosis % and number waiting more than and within 18 weeks



South Tyneside Adult Autism Spectrum Disorder Diagnosis % and number waiting more than and within 18 weeks



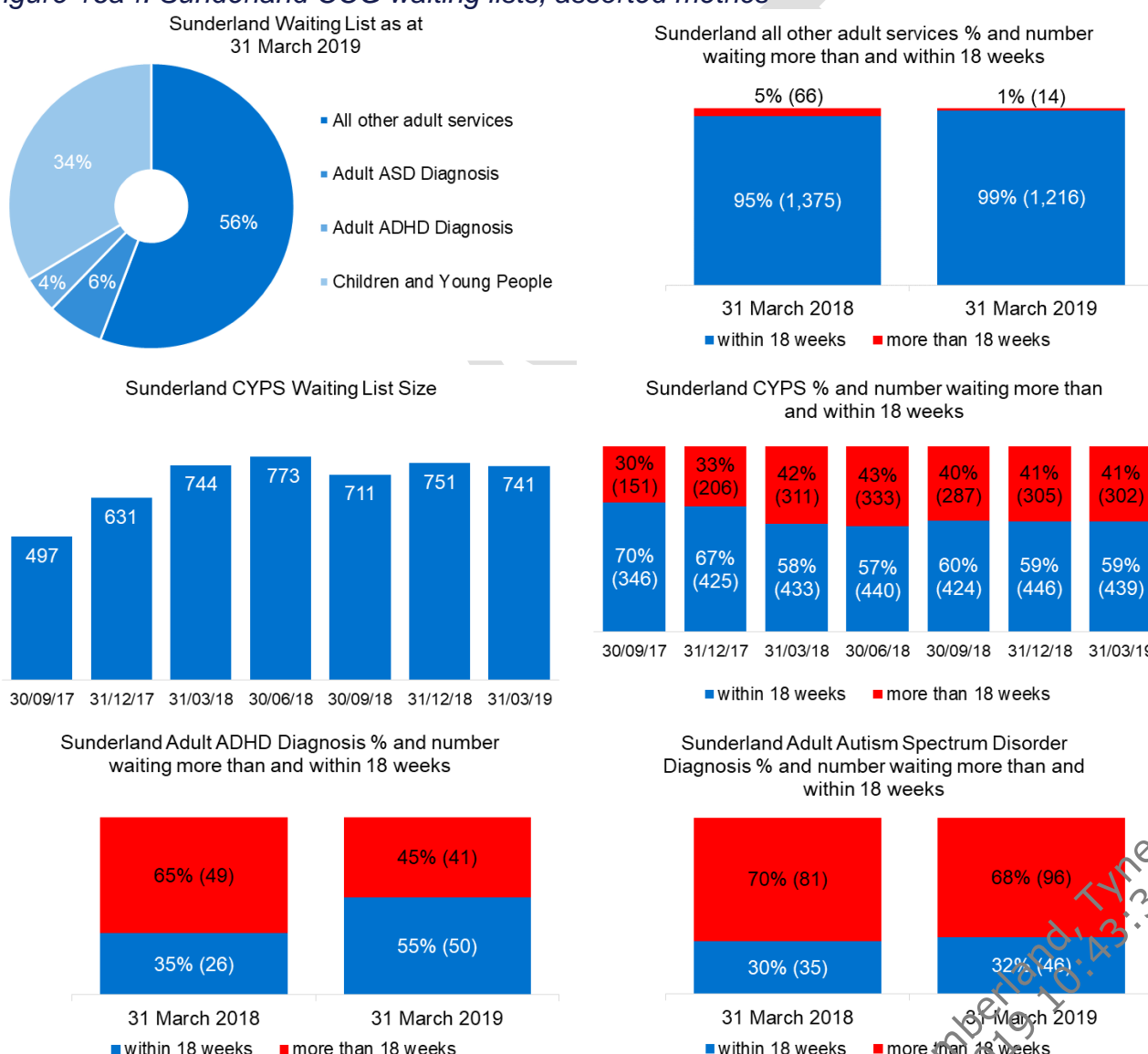
Data source: NTW

In **Sunderland**, waiting times for adult services have improved.

Waiting times for children and young people have remained stable throughout the year, with 41% waiting more than 18 weeks as at 31 March 2019.

There has been a slight improvement in waits to access the adult autism spectrum disorder diagnosis service and a worsening of waits for the adult attention deficit hyperactivity disorder diagnosis service.

Figure 16a-f: Sunderland CCG waiting lists, assorted metrics



Data source: NTW

Service User & Carer Experience 2018/19 Quality Priority:

## Embedding the principles of the Triangle of Care

<b>We said we would:</b>	<p>Continue to embed the Triangle of Care, ensuring that we work in partnership with service users and carers.</p> <p>Roll out the use of the Triangle of Care to services for Children and Young People.</p> <p>Closely monitor feedback from carers to measure the impact of this initiative.</p>
<b>Progress</b>	<p><b>Partially Met</b></p> <p>An initial meeting has taken place with Tyne and Wear Citizens Programme to discuss an evaluation of Impact of Triangle of Care. This would involve a working group involving Carers, Carer Centre Leads, representation from Tyne and Wear Citizens Programme and NTW.</p> <p>We are awaiting the findings from a national survey regarding Triangle of Care to influence the development of the evaluation tool and its implementation.</p> <p>Triangle of Care self-assessments and action plans are continuously monitored through the carer champion forums and individual wards and teams. Regular updates are provided and discussed throughout team meetings. Any outstanding actions from the action plans are discussed at the Trust Wide Triangle of Care Steering Group, which reports into the Trust Quality and Performance committee via the Service User and Carer Involvement and Experience group.</p> <p>We are awaiting enhancements to the electronic clinical record which will support the Getting To Know You process.</p> <p>Existing groups and structures are in place for Triangle of Care Children and Young People to report into. We are awaiting National Guidance for Triangle of Care and Young People Self-assessment.</p>

### Statement on Triangle of Care

The Triangle of Care is a national scheme, to promote therapeutic alliance between the service user, their mental health professional and their carers, promoting safety, supporting recovery and sustaining wellbeing. The Trust adopted the scheme a number of years ago, and has placed significant emphasis on embedding these principles across the organisation by making Triangle of Care a Quality Priority for each of the last three years.

During the last year, I have been involved in an in-depth review of the effectiveness of Triangle of Care in practice, considering the impact of organisational changes and the development of the engagement function. I am pleased to see that the governance

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processes relating to this initiative have been strengthened, ensuring that Governors and Board members will remain sighted on progress towards Triangle of Care aims, via the Quality & Performance Committee.

We will continue to engage with both carers and the workforce to ensure that the principles of Triangle of Care become second nature, and that NTW continues to participate in the national Triangle of Care initiative. While Triangle of Care is no longer a Trust Quality Priority, I am confident that NTW will continue to place significant emphasis on this important piece of work.

**Margaret Adams**

Chair, Northumberland, Tyne and Wear NHS Foundation Trust Council of Governors Quality Group

**The six key principles of Triangle of Care are:**

1. Carers and the essential role they play are identified at first contact or as soon as possible thereafter
2. Staff are 'carer aware' and trained in carer engagement strategies
3. Policy and practice protocols re: confidentiality and sharing information, are in place
4. Defined post(s) responsible for carers are in place
5. A carer introduction to the service and staff is available, with a relevant range of information across the care pathway
6. A range of carer support services are available

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# How have the two Service User & Carer Experience 2018/19 Quality Priorities helped support the Service User & Carer Experience Quality Goal to **work with you, your carers and your family to support your journey?**

We aim to demonstrate success against this Quality Goal by improving the overall score achieved in the annual CQC survey of adult community mental health services and by reducing the number of complaints received. We will also review the feedback received from our Points of You survey which includes the national “Friends and Family Test”.

## CQC Community Mental Health Service User Survey 2018

This national survey gathered information from over 12,000 adults across England who were in receipt of community mental health services between September 2017 and November 2017. NTW's response rate was broadly in line with the national response rate of 28%.

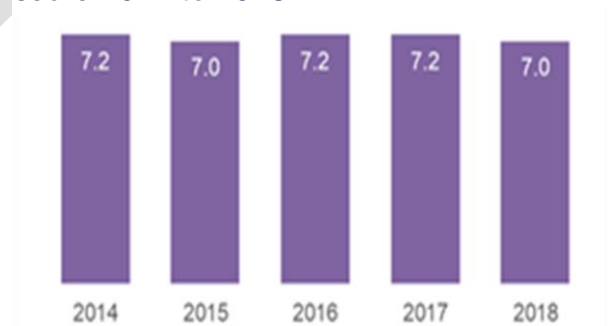
**Overall, the Trust scored 7.0 (out of 10) in response to the question about overall experience of care. This was within the expected range for the Trust and the NTW result for this question has been relatively static for the last four years (see Figure 16).**

When comparing results with other providers, CQC identifies whether a Trust performed “better”, “worse” or “about the same” as the majority of trusts for each question. The results

were an improvement against the previous year and there were three areas in 2018 where NTW performed better than other trusts to an extent that is not considered to be through chance. These related to the following questions:

- Do you know how to contact this person if you have a concern about their care? (answered by all who were told who was in charge of their care and services)
- Did you feel that decisions were made together by you and the person you saw during this discussion? (answered by all who had a formal meeting to discuss their care with someone from NHS mental health services in the last 12 months)
- Were you involved as much as you wanted to be in deciding what NHS therapies to use? (answered by those who have been receiving NHS therapies in the previous 12 months)

Figure 17: NTW's overall experience of care score 2014 to 2018



Data source: [CQC](#)

There were no areas where NTW performed worse than expected. Quantitative comments made by survey respondents can be grouped into the following themes:

- Waiting times
- Medication issues
- Continuity of care
- Accessing services in a crisis

The NTW scores by survey section are shown below, highlighting that NTW scores in the upper range of scores for all sections: None of the year on year score changes are considered statistically significant.

*Table 7: National Mental Health Community Patient Survey results for 2016 to 2018*

Survey section	2016 NTW score (out of 10)	2017 NTW score (out of 10)	2018 NTW score (out of 10)	2018 lowest – highest question score	2018 Position relative to other mental health trusts
1. Health and Social Care Workers	7.9	7.8	<b>7.4</b>	5.9– 7.7	About the Same
2. Organising Care	8.6	8.5	<b>8.6</b>	7.9 – 9.0	About the Same
3. Planning Care	7.0	7.0	<b>7.2</b>	5.9 – 7.5	About the Same
4. Reviewing Care	7.9	7.4	<b>8.0</b>	6.5 – 8.2	About the Same
5. Changes in who you see	6.0	6.7	<b>6.4</b>	5.1 – 7.3	About the Same
6. Crisis Care	6.5	6.2	<b>7.3</b>	5.8 – 7.9	About the Same
7. Treatments	7.6	7.6	<b>8.0</b>	6.7 – 8.5	About the Same
8. Support & Wellbeing	5.3	5.1	<b>5.0</b>	3.3 – 5.2	About the Same
9. Overall Views of Care and Services	7.6	7.4	<b>7.5</b>	5.8 – 7.8	About the Same
<b>Overall Experience</b>	<b>7.2</b>	<b>7.2</b>	<b>7.0</b>	<b>5.6 – 7.5</b>	

Data source: [CQC](#)

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## Complaints

Information gathered through our complaints process is used to inform service improvements and ensure we provide the best possible care to our service users, their families and carers.

Complaints have decreased during 2018/19 with a total of 483 received during the year. This is an overall decrease of 61 (11%) from 2017/18.

In the North locality complaints decreased by 21% to 135, in the Central locality by 14% to 155

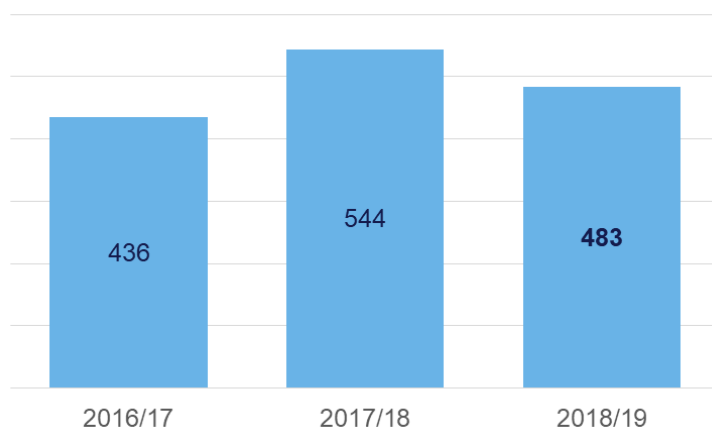
complaints in 2018/19. There were 182 complaints in the South locality which was very similar to the previous year. Complaint categories where a significant reduction is noted in comparison to 2017/18 are:

- Complaints related to prescribing categories have reduced by 52%.
- Complaints related to appointment categories have reduced by 44%
- Complaints related to values and behaviours categories have decreased by 19%
- Complaints related to waiting times categories have decreased by 59%.

Complaint categories where an increase is noted in comparison to 2017/18 is communication; complaints categorised as communication have increased by 28%. At the time of writing, 41% of complaints categorised as communication were upheld or partially upheld.

The Patient Advice and Liaison Service (PALS) gives service users and carers an alternative to making a formal complaint. The service provides advice and support to service users, their families, carers and staff, providing information, signposting to appropriate agencies, listening to concerns and following up concerns with the aim of helping to sort out problems quickly.

Figure 18: Number of complaints received 2016/17 to 2018/19



Data source: NTW

Table 8: Number of complaints received by category 2016/17 to 2018/19

Complaint Category	2016/17	2017/18	2018/19
Patient Care	124	157	139
Communications	75	83	114
Values and Behaviours	64	109	87
Admissions and Discharges	21	37	24
Prescribing	26	31	15
Clinical Treatment	20	21	25
Appointments	20	22	18
Trust Admin/ Policies/ Procedures	17	17	22



Complaint Category	2016/17	2017/18	2018/19
Facilities	29	7	<b>10</b>
Other	13	13	<b>4</b>
Waiting Times	3	17	<b>7</b>
Access to Treatment or Drugs	7	10	<b>9</b>
Privacy, Dignity and Wellbeing	12	4	<b>6</b>
Restraint	4	2	<b>0</b>
Staff Numbers	0	2	<b>2</b>
Integrated Care	0	1	<b>1</b>
Commissioning	1	0	<b>0</b>
Consent	0	1	<b>0</b>
Total	436	544	<b>483</b>

Data source: NTW

## Outcomes of complaints

Within the Trust there is continuing reflection on the complaints we receive, not just on the subject of the complaint but also on the complaint outcome. In 2018/19 we responded to complaints in line with agreed timescales in 90% of cases. Table 9 indicates the numbers of complaints and the associated outcomes for the past three years:

Table 9: Number (and percentage) of complaint outcomes 2016/17 to 2018/19

Complaint Outcome	2016/17	2017/18	2018/19
Closed – Not Upheld	135 (31%)	150 (27%)	<b>132 (27%)</b>
Closed – Partially Upheld	107 (25%)	163 (30%)	<b>150 (31%)</b>
Closed – Upheld	87 (20%)	80 (15%)	<b>71 (15%)</b>
Comment		1 (0%)	<b>2 (0%)</b>
Complaint withdrawn	50 (11%)	48 (9%)	<b>42 (9%)</b>
Decision not to investigate	5 (1%)	3 (1%)	<b>4 (1%)</b>
Query Completed			<b>3 (1%)</b>
Still awaiting completion	34 (8%)	72 (13%)	<b>52 (11%)</b>
Unable to investigate	17 (4%)	27 (5%)	<b>27 (6%)</b>
Total	436	544	<b>483</b>

Data source: NTW

## Complaints referred to the Parliamentary and Health Service Ombudsman

If a complainant is dissatisfied with the outcome of a complaint investigation they are given the option to contact the Trust again to explore issues further. However, if they choose not to do so or remain unhappy with responses provided, they are able to refer their complaint to the Parliamentary and Health Service Ombudsman (PHSO).

The role of the PHSO is to investigate complaints that individuals have been treated unfairly or have received poor service from government departments and other public organisations and the NHS in England.

Outcome of complaints considered by PHSO, as at 31 March 2019 there were 23 cases still ongoing and their current status at the time of writing is as follows:

Table 10: Outcome of complaints considered by the PHSO

Enquiry	18
Draft – partially upheld	1
Draft – not upheld	1
Intention to investigate	3

Data source: NTW/PHSO

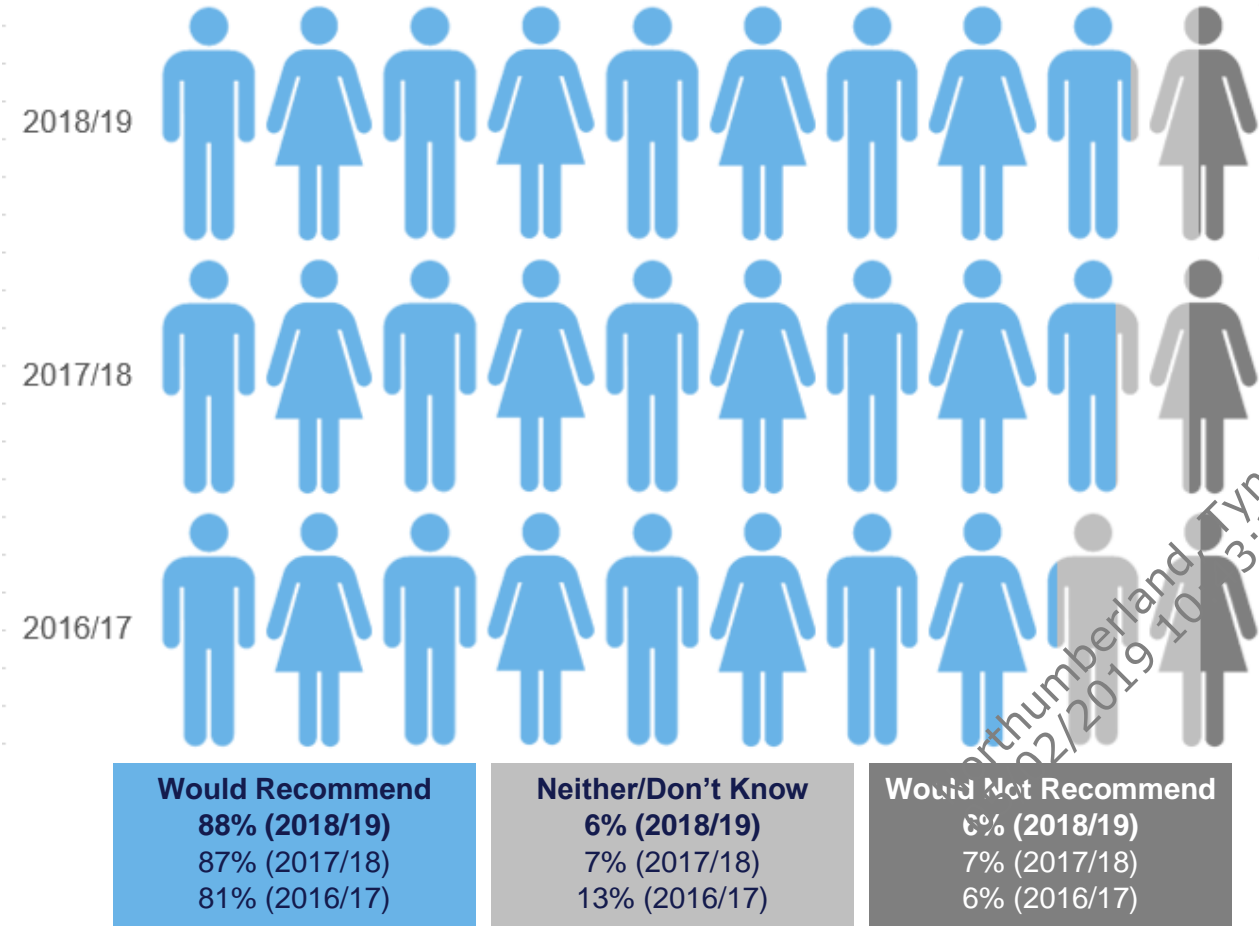
### Friends and Family Test – Service Users and Carers

The NHS Friends and Family Test is a national service user and carer experience feedback programme. The Friends and Family Test question asks:

How likely are you to recommend our service to friends and family if they needed similar care or treatment?

There are 5 possible answer options ranging from extremely likely to extremely unlikely (with an additional option of 'don't know').

Figure 19: Percentage of respondents who would or would not recommend the services they received to their friends and family 2016/17 to 2018/19



Data source: NTW

During 2018/19, 6,973 responses to the Friends and Family Test question were received which was a 6% increase in responses compared to 2017/18. Of respondents, 88% said they would recommend the service they received (rating of extremely likely or likely), this score has increased slightly compared to 2017/18. Six percent of respondents indicated they would not recommend the service they received (ratings of extremely unlikely or unlikely) which is also a small decrease compared to 2017/18.

## Points of You Survey

We use the Points of You survey to gather feedback from service users and carers about their experience of our services. For more information on Points of You please see page 90.

The below Table 11 shows the questions asked in the survey and the results for the past 2 years, in 2018/19 we received feedback from approximately 5,000 service users and 1,600 carers (with an additional 400 responses here this information was not provided):

Table 11: Points of You question scores (out of 10), 2017/18 to 2018/19

Question	2017/18	2018/19
How kind and caring were staff to you?	9.3	9.4
Were you encouraged to have your say in the treatment or service received and what was going to happen?	8.5	8.6
Did we listen to you?	8.8	8.9
If you had any questions about the service being provided did you know who to talk to?	8.5	8.5
Were you given the information you needed?	9.0	9.1
Were you happy with how much time we spent with you?	8.2	8.3
Did staff help you to feel safe when we were working with you?	9.1	9.2
Overall did we help?	8.6	8.7

Data source: NTW






This data for 2018/19 can be displayed by service type, as per Table 12 below:

Table 12: Points of You responses by service type, January to March 2018

	Number of Responses 2018/19	Q2 - Kind and caring	Q3 - Have your say	Q4 - Listen to you	Q5 - Know who to talk to	Q6 - Information you needed	Q7 - Time we spent with you	Q8 - Feel safe	Q9 - Did we help
<b>Trust</b>	<b>7101</b>	<b>9.4</b>	<b>8.6</b>	<b>8.9</b>	<b>8.5</b>	<b>9.1</b>	<b>8.3</b>	<b>9.2</b>	<b>8.7</b>
Neuro Rehab Inpatients (Acute Medicine)	99	9.7	8.4	8.9	8.8	9.1	8.2	9.4	9.2
Neuro Rehab Outpatients (Acute Outpatients)	682	9.8	9.2	9.4	9.3	9.6	9.0	9.6	9.5

	Number of Responses 2018/19	Q2 - Kind and caring	Q3 - Have your say	Q4 - Listen to you	Q5 - Know who to talk to	Q6 - Information you needed	Q7 - Time we spent with you	Q8 - Feel safe	Q9 - Did we help
Community mental health services for people with learning disabilities or autism	242	9.6	9.0	9.2	8.6	9.4	8.6	9.4	9.2
Community-based mental health services for adults of working age	1403	8.9	8.1	8.4	7.9	8.6	7.8	8.8	8.0
Community-based mental health services for older people	1821	9.7	8.8	9.2	8.5	9.4	8.6	9.5	9.1
Mental health crisis services and health-based places of safety	352	8.9	8.2	8.5	7.6	8.6	7.9	8.5	8.0
Acute wards for adults of working age and psychiatric intensive care units	177	8.5	7.1	7.7	8.0	8.3	7.4	8.3	8.3
Child and adolescent mental health wards	86	9.2	8.2	8.7	9.2	9.5	8.1	8.7	9.1
Forensic inpatient/secure ward	18	7.5	6.1	6.6	7.8	8.8	6.8	8.1	7.8
Long stay/rehabilitation mental health wards for working age adults	120	9.7	8.6	8.9	9.6	9.6	8.6	9.1	9.3
Wards for older people with mental health problems	94	9.7	8.7	8.9	9.3	9.5	8.7	9.2	9.4
Wards for people with learning disabilities or autism	28	8.7	8.3	8.2	8.1	8.1	8.1	9.3	8.7
Children and Young Peoples Community Mental Health Services	722	9.3	8.6	8.8	8.5	8.6	7.9	9.2	8.0
Substance Misuse	487	9.3	8.6	8.9	9.0	9.2	8.2	9.2	8.9
Other	691	9.6	8.7	9.1	9.2	9.5	8.6	9.4	9.1

Data source: NTW

Key:				
				
Score 8-10 (highest score)	Score 6-7.9	Score 4-5.9	Score 2-3.9	Score 1.9-4 (lowest score)

# Embedding Trust values

<b>We said we would:</b>	<p><b>Identify and reduce instances where we are not displaying the Trust values of being caring and compassionate, respectful, honest and transparent.</b></p> <p><b>Align themes and monitor complaints and feedback from staff, service users and carers to measure the progress of this Quality Priority.</b></p>
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Progress

Partially Met

We have monitored feedback received in the year through a range of sources, to identify instances where services have not always demonstrated the Trust values of Caring, Respectful, Honest, and Transparent.

These sources are:

- complaints,
- comments received via the Patient Advice and Liaison Services
- general feedback and comments received through the Points of You service user and carer survey. For more information on Points of You please see pages 45 and 90.
- feedback and comments received via social media
- We have also aligned the categories used to theme comments received via the different sources, to assist comparison and analysis of data.
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Specific analysis of responses to the Points of You question: “How kind and caring were staff to you?” shows a relatively stable position throughout the year trustwide, with the South locality consistently reporting the highest score to this question (score is out of ten):

Figure 20: Scored responses to Kind and caring experiences, by month 2018/19

Month	Score
Apr-18	9.09
May-18	9.30
Jun-18	8.97
Jul-18	9.16
Aug-18	9.18
Sep-18	9.04
Oct-18	9.23
Nov-18	9.06
Dec-18	9.02
Jan-19	9.12
Feb-19	8.93
Mar-19	9.24

Figure 21: Kind and caring experience scores, by locality care group and month 2018/19

Month	Central	North	South
Apr-18	9.25	9.25	9.50
May-18	9.50	9.25	9.50
Jun-18	9.25	9.25	9.50
Jul-18	9.50	9.25	9.50
Aug-18	9.25	9.25	9.50
Sep-18	9.25	9.25	9.50
Oct-18	9.50	9.25	9.50
Nov-18	9.25	9.25	9.50
Dec-18	9.25	9.25	9.50
Jan-19	9.50	9.25	9.50
Feb-19	9.25	9.25	9.50
Mar-19	9.25	9.25	9.50

Other activities supporting this quality priority during the year include:

- A “Compassionate Leadership” training session was delivered to the Trust wide Nursing Leadership Forum focusing on value based appreciation of leading and managing teams in understanding the emotional needs of patients and families
- A Compassionate Leadership training workshop for Complaints and Serious incident investigators took place in November
- The 2019 Nursing Conference – Delivering Compassion in Practice: Shaping the Future was held in March. Reflecting on the achievements of the previous 5 year Nursing Strategy and going forward highlighting the unique position nurses hold in shaping patient experience and person centred care
- The Nursing Leadership forum have focused on specific initiatives to improve staff Health & Wellbeing, for example a Pop up staff wellbeing café held at Monkwearmouth Hospital in January 2019
- The development of locality based action plans has not progressed as planned. This requirement will be reviewed during 2019-20.

Note that this activity will not continue to be classified as a quality priority in 2019-20. Ongoing work to support the Trust values will be monitored via the Trust Corporate Decisions Team - Quality group. Planned future activity includes:

- The development of a “Living the Values” staff recognition scheme
- Reflecting the focus on values through the development of the overarching Multi-professional Clinical Strategy
- The development (via the NTW Academy) and implementation of customer care training
- Continued promotion of the Trust values through initiatives such as Trust lanyards etc.

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# How has the Embedding Trust values Quality Priority helped support the Clinical Effectiveness Quality Goal of ensuring the right services are in the right place at the right time to meet all your health and wellbeing needs?

Underpinned by the organisation's approach to delivering the Clinical Effectiveness Strategy, we will demonstrate success by delivering improvements in service delivery.

## Service Improvement and Developments throughout 2018/19

These are some of the key service improvements and developments that the Trust implemented during 2018/19

### Northumberland

#### Specialised Children's Services

Over the last year, Ferndene has developed to provide services in a much more flexible way to meet the needs of young people. Wards have undertaken training and worked in partnership with community teams and other agencies to broaden the spectrum of young people they can provide care to.

Spanning no less than eight project areas across specialised children's services, teams and individuals are working together with service users and families to lead specialised children's services into a new era. Working in synergy, these projects have combined to deliver significant benefit.

Current data shows that these new ways of working have saved 2,000 out of area bed days compared with the baseline position. This is hugely beneficial to local young people and the financial savings associated with reduced out of area placements will remain within the local health economy, reinvested into healthcare services to further improve care provision.

### North Tyneside

#### Mental Health Practitioners in Primary Care

The North Locality Care Group with key partners (CCG's and Primary Care) have recruited into additional senior nurse posts. These new innovative roles will undertake key tasks including, assessment and triage, evidence based psychological therapies, service development, and supervision to support the broader Primary Care Team for some GP

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practices. This model of enhanced Primary Care is gaining prominence as a concept and is likely to be replicated across Localities

## Newcastle and Gateshead

Agencies across Newcastle and Gateshead are working together to redesign mental health services, ensuring that people can easily access the right care and treatment for their needs within their community.

### Enhanced Bed Management

We have supported the development of an Enhanced Bed Management (EBM) service to improve how it feels for people using our inpatient services across admission, treatment and discharge the process. This service:

- Uses the skills medical staff and Multi-Disciplinary Teams (MDTs) to support people moving through their care pathway including the discharge process.
- Uses the national role of Trusted Assessment in Mental Health services, NTW is the first mental health Trust to have implemented the national role of Trusted Assessment (TA) into mental health services.
- Has up to date information about potential delays, what might delay somebody's discharge and where beds are available. All this helps people to be moved through their care pathway more quickly and efficiently.
- Helps ensure that lengths of stay for our patients are appropriate.
- Helps to reduce the reliance on out of area beds.

This development has resulted in an enhanced bed management service which has created flow, efficiencies and productivity within the system. Implementation of new Information Technology systems, processes and the work of the staff, have all helped in the success of this innovative project.

Trusted assessors were discussed in all of the Newcastle Gateshead Delivering Together workshops in 2017. The role of the Trusted Assessor is to work with Multi-Disciplinary Teams to deliver an appropriate, timely and safe discharge. This new role is being evaluated over an 8 month period.

## South Tyneside and Sunderland

### Positive and safe in community services

A Positive and safe launch event was held in November 2018 for the community services within our locality. This was a fantastic opportunity to find out about the success of the strategy within inpatient services and consider how we can transfer the learning and good practice to the community. For the attendees this made complete sense and staff were really keen to make a start on implementing our own interventions following the event; acknowledging that the patients move from inpatients to the community and vice versa, therefore would recognise and understand the interventions.



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We have commenced a Positive and safe forum and each of our community teams have nominated positive and safe representatives. The enthusiasm from the teams has been fantastic within 72 hours the staff were making changes and implementing interventions to improve the patient and carer experience. Examples were bringing in book cases and books for waiting areas as well as toys for children.

### **Lesson learned Reflective Forum for Community services**

A reflective practice forum has been established within the community CBU to support the lessons learned framework. The forum, reviews all serious incidents, after action reviews and mortality reviews using a reflective model to consider any learning from the event and consider actions to reduce future reoccurrence. The forum also includes the sharing of good practice and positive news stories. To date the forum has engaged over 30 clinicians with representation from all community clinical services.

### **Non-medical prescribing (NMP) strategy**

Developments are occurring within the South Tyneside community team with a view to evaluation and further roll out across other services. The work of the NMP lead also includes chairing a local NMP Development forum, supporting the supervision of NMPs and recruitment of Clinicians who wish to undertake training within this area (in line with the workforce plan).

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# NICE Guidance Assessments Completed 2018/19

The National Institute for Health and Care Excellence (NICE) provides national guidance and advice to improve health and social care. During 2018/19 the Trust undertook the following assessments against appropriate guidance to further improve quality of service provided. Assessments were conducted against all published NICE guidance deemed relevant to the Trust

*Table 13: NICE Guidance Assessments Completed in 2018/19*

Ref	Topic Details / Objective	Compliance Status/ main actions
QS 53	Anxiety	Partially Compliant: The development of an anxiety e-Pathway is an a important enabler in ensuring anxiety Interventions are evidence based
QS 139	Oral health promotion in the community	Partially Compliant: Develop a Service Level Agreement with the dental service in Newcastle upon Tyne Hospitals
NG6	Excess winter deaths and illness and the health risks associated with cold homes	Non-Compliant: Identify services within Northumberland that are appropriate for signposting patients
QS117	Preventing excess winter deaths and illness associated with cold homes	Non-Compliant: Align protocol to Safeguarding procedures
NG76	Child abuse and neglect	Fully Compliant: Recommendations specific to Child trafficking (1.3.45 – 1.3.47) requires adding to Safeguarding Children Policy (NTW(c) 04) )
QS 88	Personality Disorders: Borderline and antisocial	Fully Compliant: Increase joint working and scaffolding between CYPS and adult services with clients undergoing transition (use of 'Moving on Plan' and the transition protocol).
QS147	Healthy workplaces: improving employee mental and physical health and wellbeing	Partially Compliant: CBU's ensure that there is a strategic approach to staff wellbeing and included in service development plans. All operational levels of decision-making take account of the impact on staff wellbeing and team resilience
QS 144	Care of Dying Adults in the last days of Life	Fully Compliant: Ensure medicines are available for safe administration when required and staff have an awareness of anticipatory medicines.
NG 108	Decision Making and Mental Capacity	Fully Compliant: Improvements to the formation of Patient Care plans- by supporting decision makers in relation to capacity assessments and best interest decisions

Ref	Topic Details / Objective	Compliance Status/ main actions
NG 93	Learning disabilities and behaviour that challenges: service design and delivery	Partially Compliant: It has been agreed by the Autism and Learning Disability Clinical Strategic Network to develop a PBS Steering group. The purpose of this group will be to oversee the maintenance of quality in the delivery of PBS. This will include the development and delivery of in-house training to new staff and to offer on-going training as part of an agreed Training-Star.
NG 56	Multimorbidity: clinical assessment and management	Partially Compliant: Need to optimize care for long term conditions -More integrated services
NG 54	Learning disabilities: identifying and managing mental health problems	Partially Compliant: We have expertise in therapeutic areas but not consistently across the Trust. The use of an agreed training strategy will enable the delivery of skills within house at a manageable pace within existing resources.
QS 142	Mental health problems in people with learning disabilities: prevention, assessment and management	

Data source: NTW

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## Part 2c

# Mandatory Statements relating to the Quality of NHS Services Provided

## Review of Services

During 2018/19 the Northumberland, Tyne and Wear NHS Foundation Trust provided and/or sub-contracted 174 NHS Services.

The Northumberland, Tyne and Wear NHS Foundation Trust have reviewed all the data available to them on the quality of care in all 174 of these relevant health services.

The income generated by the relevant health services reviewed in 2018/19 represents 100 per cent of the total income generated from the provision of relevant health services by the Northumberland, Tyne and Wear NHS Foundation Trust for 2018/19.

## Participation in clinical audits

During 2018/19, 16 national clinical audits covered relevant health services that Northumberland, Tyne and Wear NHS Foundation Trust provides.

The national clinical audits eligible for participation by Northumberland, Tyne and Wear NHS Trust during 2018/19 are shown in [Table 14](#).

*Table 14: National Clinical Audits 2018/19*

1	POMH-UK Topics 1g & 3d: Prescribing High Dose & Combined Anti-Psychotics
2	POMH-UK Topic 17a: Use of Depot / LA Anti-psychotic injections for relapse prevention
3	POMH-UK Topic 15b: Prescribing Valproate for Bipolar Disorder
4	POMH-UK Topic 16b: Rapid Tranquilisation
5	POMH-UK Topic 18a: Prescribing Clozapine
6	POMH-UK Topic 6d: Assessment of the Side Effects of Depot Anti-Psychotics (BAF)
7	POMH-UK Topic 7f: Monitoring of Patients Prescribed Lithium
8	Specialist Rehabilitation for Patients with Complex Needs following Major Injury
9	National Clinical Audit of Psychosis (NCAP)
10	CCQI Early Intervention in Psychosis Network: Self-Assessment Audit 2017-2018
11	National Clinical Audit of Anxiety & Depression (NCAAD)
12	National Audit of Care at the End of Life
13	NCAP Spotlight Audit: Early Interventions in Psychosis (EIP)
14	Audit of Comprehensive Health Assessment Tool (CHAT)
15	NCAAD Spotlight Audit: Psychological Therapies
16	National Audit for Falls (Falls & Fragility Fractures Audit Programme)

Data source: NTW

The Trust participated in 100% of national clinical audits which Northumberland, Tyne and Wear NHS Foundation Trust were eligible to participate in during the 2018/19 period.

The national clinical audits that Northumberland, Tyne and Wear NHS Foundation Trust participated in, and **for which data collection was completed during 2018/19**, are listed below alongside the number of cases submitted to each audit, and as a percentage of the number of registered cases required by the terms of that audit if applicable.

*Table 15: Cases submitted for National Clinical Audits 2018/19*

National Clinical Audits 2018/19		Cases submitted	Cases required	%
1	National Clinical Audit of Anxiety & Depression (CA-17-0029)	Sample Provided: 105 Core Audit: 100 Random Quality Check: 5	105	100%
2	National Audit of Care at the End of Life (CA-18-0001)	Contextual Data only	n/a	n/a
3	NCAP Spotlight Audit: Early Interventions in Psychosis (CA-18-0014)	Sample Provided: 233 Contextual Questionnaires:6	233	100%
4	Audit of Comprehensive Health Assessment Tool (CA-18-0015)	Sample Provided: 30	30	100%
5	NCAAD Spotlight Audit: Psychological Therapies (CA-18-0018)	Sample Provided: 122 Core Audit: 83 Random Quality Check: 39	122	100%
6	POMH-UK Topic 16b: Rapid Tranquilisation (CA-17-0033)	Sample Provided: 46	46	100%
7	POMH-UK Topic 18a: Prescribing Clozapine (CA-18-0013)	Sample Provided: 194	194	100%
8	POMH-UK Topic 7f: Monitoring of Patients Prescribed Lithium (CA-18-0028)	Sample Provided: 110	110	100%
9	POMH-UK Topic 6d: Assessment of the Side Effects of Depot Anti-Psychotics (BAF)	Sample Provided: 223	223	100%

Data source: NTW

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The reports of 4 national clinical audits were reviewed by the provider in 2018/19, and Northumberland, Tyne and Wear NHS Foundation Trust intends to take the following actions to improve the quality of healthcare provided:

*Table 16: Actions to be taken in response to National Clinical Audits*

Project		Actions
1	Topic 1g & 3d: Prescribing High Dose and Combined Anti-Psychotics (CA-16-0089)	<ol style="list-style-type: none"> <li>1. To enhance awareness of HDAT guidelines for trainees working in rehabilitation wards.</li> <li>2. To educate staff members in HDAT monitoring in rehab/complex needs teams.</li> <li>3. To include CGI as part of standard documents i.e. care-coordination document in RiO, so can be completed at CPA meeting every 3 months.</li> <li>4. To establish a prescribing meeting on each rehab/complex needs ward and incorporate review of HDAT monitoring in the prescribing meetings.</li> <li>5. To share findings with Rehabilitation / Complex Needs Clinical Network</li> </ol>
2	Topic 17a: Use of Depot / LA Anti-psychotic injections for relapse prevention. (CA-17-0008)	<ol style="list-style-type: none"> <li>1. To share with staff across Trust via Safer care outlining audit results and reminding staff of needs based approach of care plans and depot card standards.</li> <li>2. To update Trust Policies with specific reference to prescribers needing to re-write depot charts within six months and to include reference to CTO 11/12 forms and the need for these to be located with the depot chart.</li> </ol>
3	POMH-UK Topic 15b: Prescribing Valproate for Bipolar Disorder (CA-17-0011)	<ol style="list-style-type: none"> <li>1. To Update Safe Prescribing of Valproate policy incorporating Pregnancy Prevention Programme and disseminate to Trust-wide</li> <li>2. Present CRIS valproate search results to localities and encourage annual audit against standards contained in PPT-PGN-25</li> <li>3. To Update valproate risk register entry</li> </ol>
4	NCAP Spotlight Audit: Early Interventions in Psychosis (CA-18-0014)	<ol style="list-style-type: none"> <li>1. To prepare Wave 2 transformation funding of IPS workers.</li> <li>2. To provide Feedback to the teams to encourage routine collection of outcome data and share results with staff</li> <li>3. To improve use of QPR on RiO and include scoring in supervision and CPA review</li> <li>4. To nominate a lead for physical health assessments and interventions within each team.</li> <li>5. To develop a local team action plan around reducing weight gain and smoking</li> <li>6. To encourage the use of Triangle of Care and REACT to ensure carer support is provided.</li> </ol>

Data source: NTW

Additionally, 16 Priority clinical audits were reviewed by the provider in 2018/19 and the details can be found in Appendix 2.



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## Participation in clinical research

The number of patients receiving relevant health services provided or sub-contracted by Northumberland, Tyne and Wear NHS Foundation Trust in 2018/19 that were recruited during that period to participate in research approved by a research ethics committee was 2992.

This is an 80% increase on last year's recruitment figure.

The Trust was involved in 80 clinical research studies in mental health, dementia, learning disability and neuro-rehabilitation related topics during 2018/19, of which 52 were National Institute for Health Research (NIHR) portfolio studies.

This is a 6% increase from last year's figure.

During 2018/2019, 164 clinical staff employed by the trust participated in ethics committee approved research.

We have continued to work closely with the NIHR Clinical Research Network to support large scale national portfolio research projects and have achieved further successes with respect to large scale research funding in collaboration with Newcastle University.

According to the latest NIHR Clinical Research Network annual league tables NTW are the 4th most research active mental health and disability trust in England based on the number of active research studies.

## Goals agreed with commissioners

### **Use of the Commissioning for Quality & Innovation (CQUIN) framework**

The CQUIN framework aims to embed quality improvement and innovation at the heart of service provision and commissioner-provider discussions. It also ensures that local quality improvement priorities are discussed and agreed at board level in all organisations. It enables commissioners to reward excellence by linking a proportion of English healthcare providers' income to the achievement of local quality improvement goals.

A proportion of Northumberland, Tyne and Wear NHS Foundation Trust income in 2017/18 was conditional on achieving quality improvement and innovation goals agreed between Northumberland, Tyne and Wear NHS Foundation Trust and any person or body they entered into a contract, agreement or arrangement with for the provision of relevant health services, through the Commissioning for Quality and Innovation payment framework. Further details of the agreed goals for 2017/18 and for the following 12 month period are available electronically at [www.ntw.nhs.uk](http://www.ntw.nhs.uk).

For 2017/18, 6.4m of Northumberland, Tyne and Wear NHS Foundation Trust's contracted income was conditional on the achievement of these CQUIN indicators (£5.4m in 2016/17).

## CQUIN Indicators

All CQUIN requirements for 2018/19 are fully delivered for quarters 1 to 3 and pending agreement for quarter 4. A summary of CQUIN indicators for 2017/18 and 2018/19 is shown in Table 17 to Table 19 below, with a summary of the actions completed for each indicator.

Note that the CQUIN indicators are either mandated or developed in collaboration with NHS England and local Clinical Commissioning Groups (CCGs), the current CQUIN programme spans two years 2017/18 and 2018/19. The range of CQUIN indicators can vary by commissioner, reflecting the differing needs and priorities of different populations.

Table 17: CQUIN Indicators to improve Safety

CQUIN Indicators to improve Safety
<b>Reducing Restrictive Practices within adult low and medium secure inpatient services</b>
<b>Improving Staff Health &amp; Wellbeing</b>
<p>The Trust was required to achieve a 5% point improvement in two of the three NHS annual staff survey questions on health and wellbeing, musculoskeletal problems (MSK) and stress. Although we did not achieve the required improvement on our previous result we were significantly above the national average.</p> <p>The Trust achieved all of the requirements of the health food survey and have already met some of the 18/19 requirements. This includes;</p> <ul style="list-style-type: none"> <li>a) Signing up to the national SSB reduction scheme</li> <li>b) Total litres of SSB sold account for 10% or less of all litres of drinks sold in 2018/19</li> <li>c) 80% of confectionary and sweets do not exceed 250Kcal</li> <li>d) At least 75% of pre-packed sandwiches and other savoury pre-packed meals (wraps, salads, pasta salads) available contain 400kcal (1680 kJ) or less per serving and do not exceed 5.0g saturated fat per 100g.</li> </ul> <p>76.15% of frontline workers received the 'flu vaccine (75% target).</p>
<b>Improving physical healthcare to reduce premature mortality in people with Severe Mental Illness</b>
<p>Whilst the Trust has made significant strides in relation to sharing information with GP colleagues as NTW staff can view primary care records via the Medical Operability Gateway performance in relation to the use of an electronic format for discharge and CPA summaries has fallen short of the CQUIN requirements. NTW has however continued to send paper formats ensuring GPs colleagues have continued to receive timely information following discharge.</p> <p>The Trust was successful in ensuring all targets were met in relation to the screening and intervention of service users with SMI or EIP as indicated within the LESTER tool</p>
<b>Preventing ill health by risky behaviours – alcohol and tobacco</b>
<p>The Trust was successful in ensuring that over 90% of inpatient service users were screened for alcohol and tobacco use and if required provided with a brief advice intervention. Nicotine replacement therapy was also made available during their inpatient stay.</p>



Table 18: CQUIN Indicators to improve Patient Experience

CQUIN Indicators to improve Service User & Carer Experience
<b>Health &amp; Justice – Patient Experience</b>
The Points of You feedback survey has been rolled out in Liaison and Diversion services with work ongoing to improve the response rates, for more information on Points of You please see pages 45 and 90. Regular meetings and drop in sessions have been set up throughout the year. Courses running through period Patient perspective, This is me, caring for yourself and others, DBT and WRAP, Tai Chi, Creative Wellness, mood and food, Getting back to Nature, Recovery Garden, Challenge Cup, Yoga, astronomy, Music through recovery, Road to recovery, DIY. Locker Project, Photography.

Table 19: CQUIN Indicators to improve Clinical Effectiveness

CQUIN Indicators to improve Clinical Effectiveness
<b>Development of Recovery Colleges for adult medium and low secure inpatients</b>
A variety of courses are provided for service users with regular review of how they have engaged and enjoyed the courses.
<b>Transitions out of Children and Young People's Community Mental Health Services</b>
An audit of those transitioning from the mental health care pathway was completed, and has identified that young people and their families were involved in and agreed their transition plan. However, further work needs to be done to ensure that transition planning begins as early as possible with the relevant people (recommended 6-12 months prior to transition). Our services will continue to embed the 'My moving on plan' booklet to promote a smooth transition for young people from Child and Young People's Community Mental Health Services.
<b>Children and Young People's Inpatient Transitions</b>
All 5 areas have been achieved: <ol style="list-style-type: none"> <li>1. Planning for discharge/transition at the point of admission</li> <li>2. Involve the young person in all discussions and decisions (as much as possible/ appropriate)</li> <li>3. Involve the family/carers in all discussions and decisions (as much as possible/appropriate) - Ongoing work to involve families in shaping patients care will be undertaken via the Service User and Carer Review Meeting.</li> <li>4. Liaise early with other agencies</li> <li>5. Numbers of delayed discharges - There has been a reduction in delayed discharges as a result of dedicated staff having been employed to support the passage of young people through the pathway at Ferndene.</li> </ol>
<b>Specialised Services Discharge &amp; Resettlement</b>
Systems are now in place to record and report estimated discharge dates in Forensic services. The service continually monitors discharge dates and and delayed discharges are regularly monitored.
A small fund has been set up to support discharges that may otherwise be delayed due to issues relating to small items of expenditure (for example, a service user requiring a fridge).

## CQUIN Indicators to improve Clinical Effectiveness

### Improving services for people with mental health needs who present to A&E

Building on the work undertaken in 2017/18 NTW has worked in partnership with acute trust colleagues to identify service users who would benefit from a multi-agency care plan with the aim of reducing the number of A&E attendances. The 20% reduction was achieved in the South however the target was narrowly missed for the North and Central CCGs. This was in relation to service users with comorbid physical and mental health problems who as a result of physical issues have continued to attend A&E.

Data source (Table 17 to Table 19): [NHS England](#) and NTW

## Statements from the Care Quality Commission (CQC)

Northumberland, Tyne and Wear NHS Foundation Trust is required to register with the Care Quality Commission and its current registration status is registered without conditions and therefore licensed to provide services. The Care Quality Commission has not taken enforcement action against Northumberland, Tyne and Wear NHS Foundation Trust during 2018/19.

In April 2018 the Care Quality Commission conducted a routine inspection of four core services (Acute wards for adults of working age and psychiatric intensive care units, Wards for older people with mental health problems, Child and adolescent mental health wards and Specialist community mental health services for children and young people) and rated the Trust as "Outstanding".

Northumberland, Tyne and Wear NHS Foundation Trust intends to take the following actions to address the conclusions or requirements reported by the CQC:

- We will ensure that staff monitor the physical health of patients following the administration of rapid tranquilisation.
- We will ensure that blanket restrictions are reviewed and ensure that all restrictions are individually risk assessed.
- We will ensure patients have access to a nurse call system in the event of an emergency.

In April 2018 the Trust participated in a Thematic Review of Never Events. The findings from the national review are awaited.

In February 2019 the Trust participated in a Thematic Review of Restraint, Seclusion and Long Term Segregation Thematic Review. The findings from the national review are awaited.

## Northumberland, Tyne and Wear NHS Foundation Trust

### Overall rating

Inadequate

Requires improvement

Good

Outstanding



	Safe	Effective	Caring	Responsive	Well led	Overall
Acute wards for adults of working age and psychiatric intensive care units	Requires improvement	Good	Good	Good	Good	Good
Child and adolescent mental health wards	Good	Outstanding ☆	Good	Good	Outstanding ☆	Outstanding ☆
Community mental health services for people with learning disabilities or autism	Good	Outstanding ☆	Outstanding ☆	Outstanding ☆	Outstanding ☆	Outstanding ☆
Community-based mental health services for adults of working age	Good	Outstanding ☆	Outstanding ☆	Good	Good	Outstanding ☆
Community-based mental health services for older people	Good	Good	Outstanding ☆	Outstanding ☆	Outstanding ☆	Outstanding ☆
Forensic inpatient/secure wards	Good	Good	Good	Good	Good	Good
Long stay/rehabilitation mental health wards for working age adults	Good	Good	Good	Outstanding ☆	Outstanding ☆	Outstanding ☆
Mental health crisis services and health-based places of safety	Good	Good	Good	Good	Good	Good
Specialist community mental health services for children and young people	Good	Outstanding ☆	Outstanding ☆	Good	Outstanding ☆	Outstanding ☆
Substance misuse services	Good	Good	Good	Good	Good	Good
Wards for older people with mental health problems	Good	Good	Outstanding ☆	Good	Good	Good
Wards for people with learning disabilities or autism	Good	Outstanding ☆	Outstanding ☆	Outstanding ☆	Outstanding ☆	Outstanding ☆

## External Accreditations

The Trust has gained national accreditation for the quality of services provided in many wards and teams.

43% of adult and older people's mental health wards have achieved the Accreditation for Inpatient Mental Health Services.

100% of the adult forensic medium and low secure wards have been accredited by the Quality Network for Forensic Mental Health Services.

100% of children and young people's wards have been accredited by the Quality Network for Inpatient Children and Adolescent Mental Health Services.

*Table 20: Current clinical external accreditations (as at 31 March 2019)*

External Accreditation	Ward/Department	Location
Accreditation for Working Age Wards (AIMS)	Collingwood Court	Campus for Ageing and Vitality
	Longview	Hopewood Park
	Shoredrift	Hopewood Park
	Springrise	Hopewood Park
Quality Network for Psychiatric Intensive Care Unit (QNPICU)	Beckfield	Hopewood Park
Quality Network for Older Adult Wards (QNOAMHS)	Akenside	Campus for Ageing and Vitality
	Hauxley	St George's Park
	Mowbray	Monkwearmouth Hospital
	Roker	Monkwearmouth Hospital
Accreditation for Rehabilitation Wards (AIMS)	Aldervale	Hopewood Park
	Kinnersley	St George's Park
	Newton	St George's Park
Quality Network for Forensic Mental Health Services (QNFMHS)	Bamburgh Clinic	St Nicholas Hospital
	Bede Ward	St Nicholas Hospital
	Kenneth Day Unit	Northgate Hospital
Quality Network for Inpatient CAMHS (QNIC)	Stephenson	Ferndene
	Fraser	Ferndene
	Redburn	Ferndene
	Ferndene PICU	Ferndene
	Alnwood	St Nicholas Hospital
Quality Network for Community CAMHS (QNCC)	Northumberland CYPS	Northgate Hospital
	Sunderland and South Tyneside CYPS	Monkwearmouth Hospital
ECT Accreditation Scheme (ECTAS)	Hadrian ECT Clinic	Campus for Ageing and Vitality
	ECT Treatment Centre	St George's Park
Psychiatric Liaison Accreditation Network (PLAN)	Sunderland Psychiatric Liaison Team	Sunderland Royal Hospital

Quality Network for Eating Disorders (QED)	Ward 31a	Royal Victoria Infirmary
Home Treatment Accreditation Scheme (HTAS)	Newcastle Crisis Assessment and Home Based Treatment Service	Ravenswood Clinic
	Sunderland Crisis Team	Hopewood Park
	South Tyneside Crisis Team	Palmers Community Hospital
	Gateshead Crisis Team	Tranwell Unit
	Northumberland Crisis Team	St George's Park
Accreditation for Psychological Therapies Services (APPTS)	Sunderland Psychological Wellbeing Service (IAPT)	Monkwearmouth Hospital
	Sunderland and South Tyneside Psychological Services	Monkton Hall

Data source: NTW

## Data Quality

Good quality information underpins the effective delivery of care and is essential if improvements in quality of care are to be made. The Trust has already made extensive improvements in data quality. During 2019/20 the Trust will build upon the actions taken to ensure that we continually improve the quality of information we provide.

*Table 21: Actions to be taken to improve data quality*

Clinical Record Keeping	We will continue to monitor the use of the RIO clinical record system, learning from feedback and incidents, measuring adherence to the Clinical Records Keeping Guidance and highlighting the impact of good practice on data quality and on quality assurance recording. We will continue to improve and develop the RIO clinical record system in line with service requirements.
NTW Dashboard development	We will continue to review the content and format of the existing NTW dashboards, to reflect current priorities including the development and monitoring of new and shadow metrics that are introduced in line with national requirements. We will continue to develop and embed the Points of You dashboards. For more information on Points of You please see pages 45 and 90.
Data Quality Kite Marks	We will continue to roll out and review the use of data quality kitemarks in quality assurance reports further.
Data Quality Group	We will implement a Trust wide data quality group.
Mental Health Services Dataset (MHSDS)	We will continue to understand and improve data quality issues and maintain the use of national benchmarking data. We will seek to gain



	greater understanding of the key quality metric data shared between MHSDS, NHS Improvement and the Care Quality Commission.  We will continue to improve our data maturity index score and understand areas where improvement is required.
Consent recording	We will continue to redesign the consent recording process in line with national guidance and support the improvement of the recorded consent status rates.
ICD10 Diagnosis Recording	We will continue to increase the level of ICD10 diagnosis recording within community services.
Mental Health Clustering	We will increase the numbers of clinicians trained in the use of the Mental Health Clustering Tool and improve data quality and data completeness, focusing on issues such as cluster waiting times analysis, casemix analysis, national benchmarking and four factor analysis to support the consistent implementation of outcomes approaches in mental health.
Contract and national information requirements	We will continue to develop quality assurance reporting to commissioners and national bodies in line with their requirements. We will monitor and improve our data quality in line with our CQUIN requirements, Specialised Mental Health (SMH) and the Aggregate Contract Monitoring (ACM) dataset.
Quality Priorities	We will continue to develop a robust reporting structure to support the quality priorities relating to waiting times and improving inpatient care.
Outcome Measures	We will enhance the current analysis of outcome measures focusing on reporting information back to clinical teams.

Data source: NTW

## North East Quality Observatory (NEQOS) Retrospective Benchmarking of **2017/18** Quality Account Indicators

The North East Quality Observatory System (NEQOS) provides expert clinical quality measurement services to many NHS organisations in the North East.

NTW once again commissioned NEQOS to undertake a benchmarking exercise, comparing the Trust's Quality Account 2017/18 with those of all other NHS Mental Health and Disability organisations. A summary of frequent indicators found in all Quality Accounts has been provided in Table 19 below:

Table 22: Nationally available Quality Account indicators for 2017/18

Quality Account Indicators		Target	England Average	Peer*	NTW
1	Staff who would recommend the trust to their family/friends (%)	-	3.66	3.65	<b>3.81</b>
2	Admissions to adult urgent care wards gatekept by Crisis Resolution Home Treatment Teams (%) Q4 17/18	95%	98.7	98.8	<b>99.7</b>
3	Inpatients receiving follow up contact within 7 days of discharge (%) Q4 17/18	95%	95.5	95.7	<b>97.7</b>

Quality Account Indicators		Target	England Average	Peer*	NTW
4	Incidents of severe harm/death (%) 2017/18	-	1.1	1.7	<b>0.7</b>
5	CPA formal review within 12 months (per March 2018)	95%	77.8	85.8	<b>83.2</b>
6	EIP patients treated within 2 weeks March 2018	50%	75.9	80.5	<b>95.2</b>
7	FFT patients recommending service (%), Jan to March 2018		88.7	87.7	<b>89.1</b>
8	Written complaints per 1,000 FTEs, 2017/18		83.3	111.1	<b>55.2</b>

Data source: North East Quality Observatory

The above table shows that the Trust consistently performs above average.

\*Table 19 includes data for a peer group of similar trusts: Birmingham and Solihull Mental Health NHS Foundation Trust; Cheshire and Wirral Partnership NHS Foundation Trust; Lancashire Care NHS Foundation Trust; North East Essex Mental Health NHS Trust; Oxford Health NHS Foundation Trust; South London and Maudsley NHS Foundation Trust; Sussex Partnership NHS Foundation Trust; and Tees, Esk and Wear Valleys NHS Foundation Trust

## Learning from Deaths

The Serious Incident Framework (2015) forms the basis for the Trust's Incident Policy which guides/informs the organisation about reporting, investigating and learning from incidents including deaths. The Learning from Deaths policy approved by the organisation in September 2017 supports and enhances this learning and investigation process. This is currently being revised in collaboration with other mental health and learning disability Trusts in the North of England.

We report all deaths of people with learning disabilities who are service users to the Learning Disabilities Mortality Review (LeDeR) Programme for further investigation, from which we have received no feedback to date.

During 2018/19 1,035 of Northumberland, Tyne and Wear NHS Foundation Trust's patients were reported to have died, with the majority of these being natural deaths in nature.

This comprised the following number of deaths which occurred in each quarter of that reporting period: 284 in the first quarter; 244 in the second quarter; 242 in the third quarter; 264 in the fourth quarter.

Of the 1,035 deaths, and in line with our Incident Policy – NTW (O) 05 and our Learning from Deaths Policy – NTW(C) 12, 225 of these deaths would fit the criteria for further investigation.

Of the 280 deaths subject to an investigation, 51 have been subject to or are currently subject to a mortality case record review and 229 have been or are currently subject to a level 1 (After Action Review) or level 2 (full serious incident) investigation.

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By 11 April 2019, the following investigations were carried out and completed in each quarter, 76 in the first quarter; 67 in the second quarter; 60 in the third quarter and 67 in the fourth quarter, some of which remain under investigation and reports not completed due to the time frames.

Three deaths representing 0.28% of the patient deaths during 2018/19 are judged to be more likely than not to have been due to problems in the care provided to the patient.

In relation to each quarter, this consisted of:

0 representing 0.00% for the first quarter;

2 representing 0.82% for the second quarter;

1 representing 0.41% for the third quarter;

0 representing 0.00% for the fourth quarter.

These numbers have been estimated using the findings from Serious Incident investigations. Where there has been either a root or contributory cause found from the incident review then this has been used as a way to determine if the patient death may have been attributable to problems with care provided. There is currently no agreed or validated tool to determine whether problems in the care of the patient contributed to a death within mental health or learning disability services so we are using this approach until such a tool becomes available. This means that currently mental health and learning disability organisations are using differing ways of assessing this. The Royal College of Psychiatrists has developed a mortality review tool which the Trust is currently piloting along with other mental health and learning disability Trusts.

Over the last twelve months our investigations have identified five main areas of **learning**:

### **Risk assessment**

It has been identified that when assessing the risk of the patient the FACE risk scoring is not correlating with the narrative of risk. Also when there is a change to the presentation of risk this is not being reflected in the risk management plan.

A Trust-wide review of FACE has been undertaken and a guide "FACE –Frequently Asked Questions" (March 2019) produced to guide staff to use the tool consistently. This is attached to the Care Co-ordination Policy NTW(C) 20. This has been published in the Safer Care Bulletin and a presentation arranged for the Learning and Improvement Group.

### **Physical health monitoring**

The management of problems relating to physical health monitoring has been identified in several cases and includes policies not being followed and lack of awareness of clinical symptoms. Specifically, the prescribing of anti-psychotics with a patient who has a diagnosis of dementia and the recording of rationale for use has been highlighted



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Venous Thromboembolism assessment and monitoring has also been identified as not always being carried out in an appropriate and timely fashion.

CAS alerts, learning bulletins and specific training sessions have been actioned to educate and raise staff awareness.

### **Safeguarding**

Issues identified include a lack of understanding about the importance of raising Safeguarding alerts internally and the support and supervision that is available once this has been carried out. Also, a lack of awareness of the process of obtaining a forensic history from the police and the difference between local and national intelligence.

Safety Bulletins have been used to raise awareness and training for staff has been provided by the Safeguarding Team members working into the CBU's.

### **Clinical Judgement**

Investigations have found that the rationale for choosing a specific treatment plan is not always documented appropriately. Teams should consider that the patients presentation is not static, and to have the space for discussion when there is a differing of conclusion about presentation and risk.

Staff are asked to reflect on incidents reviewed via team meetings and supervision.

### **Management of Waiting Lists**

Several incidents have been reviewed where the patient was waiting for treatment. These cases have all been individual and waiting times vary between teams. However a trust wide project is currently underway and will be presented at a forth coming Quality Review Groups for to provide assurance for the Commissioners of mental health services.

### **Dissemination of Learning**

Learning has been both trust wide and individual/team specific and the Trust uses a variety of methods to share the learning across the organisation. This includes discussing the learning within team meetings, learning groups and individual supervision of staff.

Making sure the learning becomes part of practice within the organisation and across the organisation is done in several different ways. The organisation has a variety of audit programmes running which will check if the learning from deaths is put into practice. Changes made from learning are introduced into policies which are regularly reviewed. Training programmes are changed and updated following learning from incident investigation findings. Teams have learning at the top of their agenda for meetings to ensure awareness raising is constantly maintained and becomes part of everyday culture. Learning groups use incident findings to inform their agendas to check out staffs understanding of learning and the impact on their service areas.

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The Trust has developed a Safer Care monthly bulletin which disseminates lessons arising from investigations to all staff. The Central Alert System is used when a message is so important it needs to go across all the organisation very quickly.

NTW has introduced a formal Learning and Improvement Group to monitor all of the above and evaluate the impact of actions identified from incident and complaint investigations. This meeting is chaired jointly by the Executive Director of Nursing & Operations and Executive Medical Director, and can be accessed by staff from across the Trust using Skype.

We will commence reporting the number of case record reviews or investigations completed in-year which related to deaths during the previous year from 2018/19.

## **NHS Number and General Medical Practice Code Validity**

Northumberland, Tyne and Wear NHS Foundation Trust submitted records during 2018/19 to the Secondary Uses service for inclusion in the Hospital Episode Statistics which are included in the latest published data for April 2018 to January 2019.

The percentage of records in the published data- which included the patient's valid NHS number was:

99.6% for admitted patient care; and 99.5% for outpatient care.

The percentage of records in the published data which included the patient's valid General Medical Practice Code was:

99.9% for admitted patient care; and 99.9% for outpatient care.

## **Data Security and Protection Toolkit attainment**

The Northumberland, Tyne and Wear NHS Foundation Trust Data Security and Protection Toolkit submission for March 2019 was that we fully met 100 out of 100 assertions. In 2018/19 the Information Governance Toolkit was replaced by the Data Security and Protection Toolkit.

## **Clinical Coding error rate**

Northumberland, Tyne and Wear NHS Foundation Trust was not subject to the Payment by Results clinical coding audit during 2018/19 by the Audit Commission.

## **Safe working hours for doctors in training**

A report on safe working hours for doctors in training covering January to December 2018 was presented to the NTW Trust board in January 2019. The report is reproduced on page 85.

# Performance against mandated core indicators

The mandated indicators applicable to Northumberland, Tyne and Wear NHS Foundation Trust are as follows:

The percentage of patients on Care Programme Approach (CPA) who were followed up within 7 days after discharge from psychiatric inpatient care during the reporting period (data governed by a national definition)

The Northumberland, Tyne and Wear NHS Foundation Trust considers that this data is as described for the following reason - we have established, robust reporting systems in place through our electronic patient record system (RiO) and adopt a systematic approach to data quality improvement.

The Northumberland, Tyne and Wear NHS Foundation Trust has taken the following actions to improve this percentage, and so the quality of its services by ensuring clinicians are aware of their responsibilities to complete these reviews.

Table 23: 7 day follow up data 2016/17 to 2018/19 (higher scores are better)

7 day follow up %	2016/17				2017/18				2018/19			
	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2	Q3	Q4
NTW	99.1%	98.5%	99.1%	98.5%	99.1%	98.5%	99.1%	98.5%	97.1%	96.5%	96.7%	
National Average	97.0%	96.8%	97.0%	96.8%	97.0%	96.8%	97.0%	96.8%	95.8%	95.7%	95.5%	
Highest national	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Lowest national	88.9%	83.4%	88.9%	83.4%	88.9%	83.4%	88.9%	83.4%	73.4%	83.0%	81.6%	

Data source: [NHS England](#) (2018/19 Q4 published 10/05/2019)

The percentage of admissions to acute wards for which the Crisis Home Treatment Team acted as a gatekeeper during the reporting period (data governed by a national definition)

The Northumberland, Tyne and Wear NHS Foundation Trust considers that this data is as described for the following reasons - we have established, robust reporting systems in place through our electronic patient record system (RiO) and adopt a systematic approach to data quality improvement.

The Northumberland, Tyne and Wear NHS Foundation Trust intends to take the following actions to improve this percentage, and so the quality of its services by closely monitoring this requirement and quickly alerting professionals to any deterioration in performance.

Table 24: Gatekeeping data 2016/17 to 2018/19 (higher scores are better)

Gate-Keeping %	2016/17				2017/18				2018/19			
	Q2	Q3	Q2	Q3	Q2	Q3	Q2	Q3	Q1	Q2	Q3	Q4
NTW	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
National Average	97.0%	97.4%	97.0%	97.4%	98.7%	98.6%	98.5%	98.7%	98.1%	98.4%	97.8%	
Highest national	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Lowest national	48.5%	61.9%	48.5%	61.9%	88.9%	94.0%	84.3%	88.7%	85.1%	81.4%	78.8%	

Data source: [NHS England](#) (2018/19 Q4 published 10/05/2019)

The score from staff employed by, or under contract to, the trust during the reporting period who would recommend the trust as a provider of care to their family or friends

The Northumberland, Tyne and Wear NHS Foundation Trust consider that this data is as described for the following reasons – this is an externally commissioned survey.

The Northumberland, Tyne and Wear NHS Foundation Trust has taken the following actions to improve this score, and so the quality of its services by continuing to hold multidisciplinary staff engagement sessions at Trust and local levels regarding the results of the staff survey and identifying actions for improvement.

**“If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation”**

Table 25: NHS staff survey data (question 21d)

% Agree or Strongly Agree	2016	2017	2018
NTW %	72%	68%	<b>69%</b>
National Average %	69%	70%	<b>70%</b>
Highest national %	95%	93%	<b>95%</b>
Lowest national %	45%	42%	<b>36%</b>

Data source: [Survey Coordination Centre](#)

## ‘Patient experience of community mental health services’ indicator score with regard to a patients experience of contact with a health or social care worker during the reporting period

The Northumberland, Tyne and Wear NHS Foundation Trust considers that this data is as described for the following reasons – this is an externally commissioned survey.

The Northumberland, Tyne and Wear NHS Foundation Trust has taken the following actions to improve this score, and so the quality of its services by constantly engaging with service users and carers to ensure we are responsive to their needs and continually improve our services.

*Table 26: Community Mental Health survey scores, 2016 to 2018*

Health and social care workers	2016	2017	2018
NTW	7.7	7.6	<b>7.4</b>
National Average	7.3	7.2	<b>7.1</b>
Highest national	8.0	8.0	<b>7.7</b>
Lowest national	6.5	6.0	<b>5.9</b>

(score out of 10, higher are better). Scores based on same two questions used in 2018

Data source: [CQC](#)

## The number and, where available the rate of patient safety incidents reported within the trust during the reporting period, and the number and percentage of such patient safety incidents that resulted in severe harm or death (data governed by a national definition)

The Northumberland, Tyne and Wear NHS Foundation Trust considers that this data is as described for the following reasons – this is data we have uploaded to the National Reporting and Learning System (NRLS).

The Northumberland, Tyne and Wear NHS Foundation Trust has taken the following actions to improve this rate/number/percentage, and so the quality of its services by ensuring all serious Patient Safety Incidents are robustly investigated and lessons shared throughout the organisation (including the early identification of any themes or trends).

*Table 27: Patient Safety Incidents, National Reporting and Learning System*

Indicator	Performance	2016/17 Apr-Sep	2016/17 Oct-Mar	2017/18 Apr-Sep	2017/18 Oct-Mar	2018/19 Apr-Sep	2018/19 Oct-Mar
Number of PSI reported (per 1,000 bed days)	NTW	49	52	43	44	<b>48</b>	
	National average	42	42	48	46	<b>51</b>	
	Highest national	89	88	127	97	<b>114</b>	
	Lowest national*	10	11	16	15	<b>25</b>	
Severe PSI (% of incidents reported)	NTW	0.8%	0.5%	0.4%	0.3%	<b>0.4%</b>	
	National average	0.3%	0.3%	0.3%	0.3%	<b>0.3%</b>	
	Highest national	2.9%	1.8%	2.0%	2.0%	<b>2.1%</b>	
	Lowest national*	0.0%	0.0%	0.0%	0.0%	<b>0.0%</b>	
PSI Deaths	NTW	0.8%	1.0%	0.5%	0.2%	<b>0.3%</b>	
	National average	0.8%	0.8%	0.7%	0.8%	<b>0.8%</b>	

Indicator	Performance	2016/17 Apr-Sep	2016/17 Oct-Mar	2017/18 Apr-Sep	2017/18 Oct-Mar	2018/19 Apr-Sep	2018/19 Oct-Mar
(% of incidents reported)	Highest national	10.0%	3.8%	3.4%	3.9%	<b>2.3%</b>	
	Lowest national*	0.1%	0.0%	0.0%	0.0%	<b>0.1%</b>	

Data source: [NHS Improvement](#) Data for October 2018 to March 2019 will be published on 25 September 2019

\*note that some organisations report zero patient safety incidents, national average for mental health trusts

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## Part 3

# Review of Quality Performance

In this section we report on the quality of the services we provide, by reviewing progress against indicators for quality improvement, including the NHS Improvement Single Oversight Framework, performance against contracts with local commissioners, statutory and mandatory training, staff sickness absence and staff survey results.

We have reviewed the information we include in this section to remove duplication and less relevant data compared to previous quality accounts. We have included key measures for each of the quality domains (safety, service user experience and clinical effectiveness) that we know are meaningful to our staff, our Council of Governors, commissioners and partners.

## NHS Improvement Single Oversight Framework

The NHS Improvement Single Oversight Framework identifies NHS providers' potential support needs across five themes:

- quality of care
- finance and use of resources
- operational performance
- strategic change
- leadership and improvement capability

Individual trusts are “segmented” by NHS Improvement according to the level of support each trust needs. In 2018/19 NTW has been assigned a segment of “1 – maximum autonomy”.

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**Table 28: Self-assessment against the Single Oversight Framework as at March 2019**  
(previous year data in brackets where available)

	Period	Trustwide	Newcastle Gateshead CCG	Northumberland CCG	North Tyneside CCG	South Tyneside CCG	Sunderland CCG
Patient Safety Quality Indicators							
Admissions to adult facilities of patients under 16	2018/19 (2017/18)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
CPA follow up - proportion of discharges from hospital followed up within 7 days	2018/19 (2017/18)	96.8% (97.2%)	95.3% (96.3%)	99.0% (98.1%)	97.9% (96.1%)	95.1% (97.4%)	97.8% (98.6%)
Inappropriate Out of Area Placements average beddays per month	2018/19 (2017/18 Q4 avg.per month)	40 (16)	11 (28)	6 (0)	8 (13)	1 (0)	14 (7)
Clinical Effectiveness Quality Indicators							
% clients in settled accommodation	2018/19 (2017/18)	80.7% (77.3%)	82.8% (79.9%)	80.9% (74.7%)	84.5% (79.8%)	77.9% (81.9%)	81.4% (73.9%)
% clients in employment	2018/19 (2017/18)	6.7% (6.5%)	5.9% (6.3%)	8.7% (8.9%)	7.2% (6.8%)	9.0% (4.7%)	5.2% (4.3%)
Ensure that cardio-metabolic assessment and treatment for people with psychosis is delivered routinely in the following service areas:							
• Inpatient wards	2018/19 (31/03/2018)	98.4% (85.0%)					
• Early intervention in psychosis services	2018/19 (31/03/2018)	90.7% (76.7%)					
• Community mental health services (people on care programme approach)	2018/19 (31/03/2018)	98.2% (58.8%)					
Data Quality Maturity Index (DQMI)	Qtr2 '18/19 (Qtr2 17/18)	95.8% (91.7%)					
IAPT- Proportion of people completing treatment who move to recovery	March 2018 (Qtr4 16/17)	55.3% (52.4%)					
Service User Experience Quality Indicators							
RTT Percentage of Incomplete (unseen) referrals waiting less than 18 weeks*	2018/19 (2017/18)	100% (99.6%)	100% (98.6%)	100% (100%)	100% (100%)	100% (100%)	100% (100%)
People with a first episode of psychosis begin treatment with a NICE recommended care package within two weeks of referral	2018/19 (2017/18)	79.6% (83.9%)	66.7% (76.7%)	75.3% (81.6%)	80.8% (74.0%)	92.2% (95.7%)	98.6% (95.1%)
IAPT Waiting Times to begin treatment – incomplete							
• 6 weeks	March 2019 (March 18)	99.2% (99.6%)					
• 18 weeks	March 2019 (March 18)	99.8% (100%)					

Data source: NTW. \*Note that this relates only to a small number of consultant-led services



# Performance against contracts with local commissioners

During 2018/19 the Trust had a number of contractual targets to meet with local clinical commissioning groups (CCG's). Table 26 below highlights the targets and the performance of each CCG against them for quarter four 2018/19 (1 January 2019 to 31 March 2019).

Table 29: Contract performance targets 2017/18 Quarter 4 (2017/18 Quarter 4 in brackets)

CCG Contract performance targets Quarter 4 2017/18 (target in brackets)	Newcastle Gateshead CCG	Northumberland CCG	North Tyneside CCG	Sunderland CCG	South Tyneside CCG
CPA Service Users reviewed in the last 12 months (95%)	97.5% (97.4%)	98.0% (93.3%)	97.0% (95.8%)	98.7% (98.0%)	98.0% (98.1%)
CPA Service Users with a risk assessment undertaken/reviewed in the last 12 months (95%)	98.2% (99.0%)	97.2% (95.8%)	97.5% (93.5%)	97.8% (99.5%)	98.1% (98.5%)
CPA Service Users with identified risks who have at least a 12 monthly crisis and contingency plan (95%)	96.0% (96.3%)	97.1% (93.6%)	96.6% (93.4%)	95.0% (95.6%)	96.2% (95.9%)
Number of inpatient discharges from adult mental health illness specialties followed up within 7 days (95%)	96.1% (97.1%)	98.3% (97.8%)	97.1% (96.1%)	96.2% (100%)	95.2% (100%)
Current delayed transfers of care -including social care (<7.5%)	1.7% (1.5%)	4.0% (2.6%)	2.4% (0.0%)	3.2% (0.9%)	4.6% (3.2%)
RTT percentage of incomplete (unseen) referrals waiting less than 18 weeks (92%) <small>Note that this relates only to a small number of consultant-led services</small>	100% (98.6%)	100% (100%)	100% (100%)	100% (100%)	100% (100%)
Current service users aged 18 and over with a valid NHS Number (99%)	99.9% (99.9%)	99.9% (99.7%)	99.9% (99.8%)	100% (99.7%)	100% (99.9%)
Current service users aged 18 and over with valid Ethnicity completed (90%)	93.5% (91.8%)	94.1% (93.9%)	92.9% (92.7%)	94.7% (96.2%)	90.6% (95.5%)
The number of people who have completed IAPT treatment during the reporting period (50%)	n/a	n/a	n/a	54.3% (54.9%)	n/a

Data source: NTW

# Statutory and Mandatory Training for 2018/19

It is important that our staff receive the training they need in order to carry out their roles safely.

Table 30: Training position as at 31 March 2019

Training Course	Trust Standard	Position at 31/03/2018	Position at 31/03/2019
Fire Training	85%	88.6%	90.1%
Health and Safety Training	85%	93.6%	95.8%
Moving and Handling Training	85%	94.4%	92.3%
Clinical Risk Training	85%	91.8%	77.5%
Clinical Supervision Training	85%	83.6%	87.9%
Safeguarding Children Training	85%	95.1%	92.6%
Safeguarding Adults Training	85%	94.2%	94.5%
Equality and Diversity Introduction	85%	94.0%	95.1%
Hand Hygiene Training	85%	93.2%	94.0%
Medicines Management Training	85%	83.8%	91.4%
Rapid Tranquilisation Training	85%	78.3%	91.2%
MHCT Clustering Training	85%	90.3%	87.7%
Mental Capacity Act / Mental Health Act / DOLS Combined Training	85%	74.3%	78.1%
Seclusion Training (Priority Areas)	85%	92.7%	94.1%
Dual Diagnosis Training	80%	89.2%	85.8%
PMVA Basic Training	85%	80.6%	79.4%
PMVA Breakaway Training	85%	82.3%	90.0%
Information Governance Training	95%	95.0%	94.4%
Records and Record Keeping Training	85%	98.3%	98.8%

Data source: NTW. Data includes NTW Solutions, a wholly owned subsidiary company of NTW.

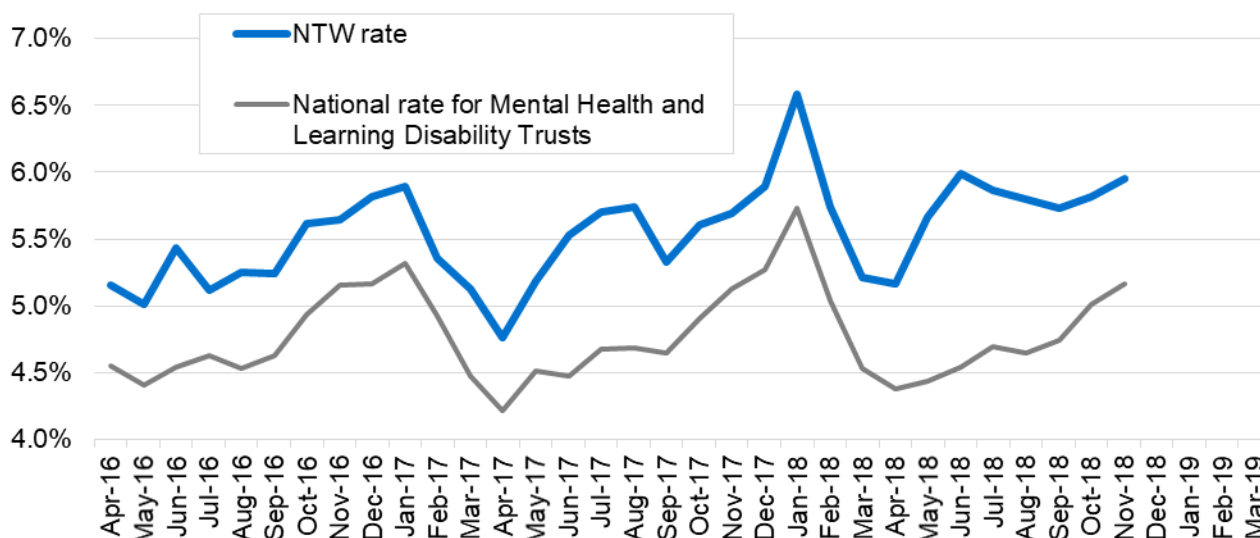
■	Performance at or above target
■	Performance within 5% of target
■	Under Performance greater than 5%

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# Staff Absence through Sickness Rate

High levels of staff sickness impact on service user care: therefore the Trust monitors sickness absence levels carefully.

Figure 22: Monthly staff sickness, NTW and national, April 2016 to November 2018



Data source: NHS Digital, Electronic Staff Record. Data includes NTW Solutions, a wholly owned subsidiary company of NTW.

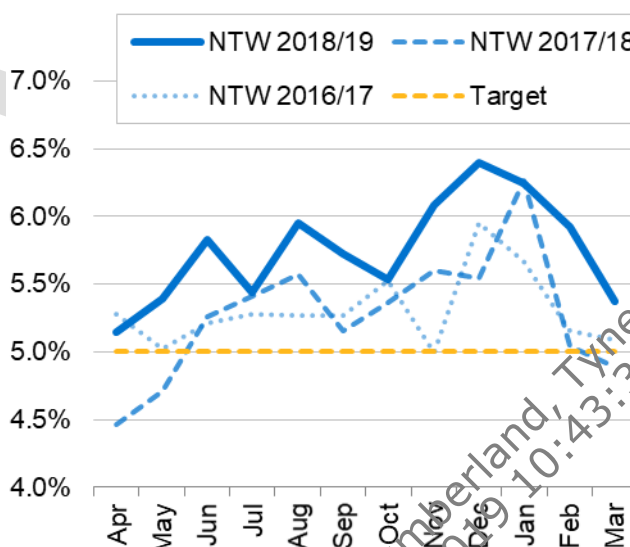
The Trust's workforce strategy outlines the corporate approach to the management of absence including a management skills development programme and masterclasses which have a focus on managing absence.

There is also a strong focus on health and wellbeing which is highlighted in the 5 year Health and Wellbeing strategy; this was implemented in 2015 and refreshed in 2017. This strategy not only enables the Trust to support staff but allows us to understand better the health needs of our staff and encourages staff to take responsibility for their own health.

We continue to hold the Better Health at Work Award at Maintaining Excellence Level and work in accordance with

Investors in People standards. In addition the Trust has signed the Time to Change Pledge to demonstrate our commitment to removing stigma associated with mental health issues.

Figure 23: NTW Sickness (in month) 2016/17 to 2018/19



Data source: NTW. Data includes NTW Solutions, a wholly owned subsidiary company of NTW.

# Staff Survey

Since 2010 the Trust has adopted a census approach to the Staff Survey. Whilst the results listed here are relating to the National Survey, our action planning also takes into account the findings from our census report as well as themes identified from the free text comments.

The Trust in the past five years and as a direct consequence of staff survey findings has been working on improving its approach to staff engagement. We have developed a schedule of listening events called Speak Easy where Senior Managers listen to the views of staff across the Trust, with a focus on empowering people to be able to take action to improve matters at a local level. Staff Survey results are disseminated widely throughout the Trust with presentation of key findings at meetings with Trust Board, Corporate Decisions Team, Business Development Group, Council of Governors, Staff Side and Corporate and Operational Directorates throughout the Trust. At each of these meetings views are sought on our intentions to take action on issues highlighted in the survey results. The Trust wide Staff Survey Action Plan is agreed by Trust Board and is monitored through the Trust’s Corporate Decisions Team (Workforce) Group. In addition localities also develop their own specific action plans which are monitored through local assurance groups.

Table 31: NHS staff survey responses 2016 to 2018

Response rate	2016	2017	2018
Trust	46%	64%	67%
National Average (Mental Health/Learning Disability)	50%	52%	51%

From 2018 onwards, the results from questions are grouped to give scores in ten indicators. The indicator scores are based on a score out of 10 for certain questions with the indicator score being the average of those. Scores for each indicator together with that of the survey benchmarking group Mental Health /Learning Disability Trusts are presented below.

Table 32: Response scores by theme, Staff Survey 2016 to 2018

Theme	2016		2017		2018	
	NTW	Benchmarking Group	NTW	Benchmarking Group	NTW	Benchmarking Group
Equality, diversity and inclusion	9.4	9.0	9.3	9.0	9.4	9.0
Health and wellbeing	6.6	6.2	6.6	6.2	6.6	6.2
Immediate managers	7.3	7.1	7.5	7.2	7.3	7.1

Theme	2016		2017		2018	
	NTW	Benchmarking Group	NTW	Benchmarking Group	NTW	Benchmarking Group
Morale						
Quality of appraisals	5.9	5.5	5.9	5.5	<b>5.9</b>	5.5
Quality of care	7.7	7.4	7.5	7.3	<b>7.7</b>	7.4
Safe environment – bullying and harassment	8.3	8.0	8.3	8.0	<b>8.3</b>	8.0
Safe environment – violence	9.0	9.2	8.9	9.2	<b>9.0</b>	9.2
Safety culture	7.0	6.6	7.0	6.7	<b>7.0</b>	6.6
Staff engagement	7.2	6.9	7.1	7.0	<b>7.2</b>	6.9

Data source (*Table 31 to Table 32*): [Survey Coordination Centre](#). Data includes NTW Solutions, a wholly owned subsidiary company of NTW.

## Actions

The following are suggested actions subject to approval

- Consider ways to further improve the staff engagement score. Look at how staff engagement can be prioritised across other areas which are covered by this survey.
- Continue to identify any concentrations of staff who feel they have been discriminated against. Actions to form part of EDI Group work.
- Continue to prioritise the issue of reported physical deterioration and stress at work and analyse ways in which we can meet problems - while scores have improved there are still a number of staff who are experiencing this.
- Look to reinforce the positive view of commitment from staff and being aware that this should not come at a cost to their own health and wellbeing.
- Continue to prioritise the development of line managers. Consider how this links directly to some of the other areas covered in the survey.
- Ensure that line managers are able to make the link between the Trust's goals and how staff fit in with this.
- Ensure that managerial and supervisory roles include the duty to give feedback to staff including both positive and negative comments as appropriate.
- Look what we can do to improve how involved staff feel in changes that happen in their area of work. Communication is key.

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Statements from Clinical Commissioning Groups (CCG), local Healthwatch and Local Authorities

We have invited our partners from all localities covered by Trust Services to comment on our Quality Account.

Corroborative statement from  
Northumberland, North Tyneside, Newcastle  
Gateshead, Sunderland and South Tyneside  
Clinical Commissioning Groups for  
Northumberland Tyne & Wear NHS  
Foundation Trust Quality Account 2017/18

TBC

Healthwatch Newcastle, Healthwatch  
Gateshead and Healthwatch North  
Tyneside's statement:

TBC

Newcastle City Council Health Scrutiny  
Committee's statement:

TBC

Northumberland County Council Health and  
Wellbeing Overview and Scrutiny  
Committee's statement:

TBC



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## Healthwatch Northumberland Statement:

TBC

## Gateshead Council Overview and Scrutiny Committee's statement:

TBC

## Healthwatch South Tyneside's Statement:

TBC

## South Tyneside Council Overview and Scrutiny Committee's statement:

Thank you for the opportunity to comment on your 18/19 Quality Report.

We have not asked representatives of NTW to attend any of our scrutiny committees this year as our programme has been very much focussed once again on the "Path to Excellence" programme.

We had intended to look at the Learning Disability Transformation Programme in our schedule for this year but that has not been possible. It will be scheduled in for early in 19/20.

As regards the report itself, we continue to appreciate the high performance standards that the Trust is maintaining in many areas. However, whilst we acknowledge the progress you have made over the waiting times for Child and Adolescent Mental Health Services, we continue to believe that no child should wait more than 9 weeks for services. We understand that driving waiting times down is tough task against the financial, workforce and workload

pressures that the Trust are operating under. But we do believe that this is very important so we are therefore pleased that waiting times continue to remain in your priorities for 19/20.

It is concerning that the number of patient safety incidents has continued to grow but we have some assurance that the Trust is treating this issue very seriously through the very open approach you are taking and the governance changes that are being made through learning from previous incidents.

We are assured that NTW is a high performing, caring and very self-aware organisation who are focussing on continuous improvement.

I hope these comments are helpful.

Yours sincerely

Cllr Rob Dix

Chair, South Tyneside Council Overview and Scrutiny Coordinating and Call-in Committee

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# Sunderland City Council Overview and Scrutiny Committee's statement:

TBC

DRAFT

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## Appendix 1

# CQC Registered locations

The following table outlines the Trust's primary locations for healthcare services as at 31st March 2019.

Table 33: CQC registered locations

Location	Regulated Activities			Service Types							
	Treatment of disease, disorder or injury	Assessment or medical treatment for persons detained under the Mental Health Act 1983	Diagnostic and Screening Procedures	CHC	LDC	LTC	MHC	MLS	PHS	RHS	SMC
Brooke House	●	●	●							●	
Elm House	●	●	●					●			
Ferndene	●	●	●			●		●		●	
Hopewood Park	●	●	●			●		●		●	
Monkwearmouth Hospital	●	●	●			●		●		●	
Campus for Ageing and Vitality	●	●	●					●		●	
Northgate Hospital	●	●	●			●		●		●	
Queen Elizabeth Hospital	●	●	●					●			
Rose Lodge	●	●	●					●			
Royal Victoria Infirmary	●	●	●					●			
St George's Park	●	●	●			●		●		●	
St Nicholas Hospital	●	●	●	●	●	●	●	●	●	●	●
Walkergate Park	●	●	●					●		●	

### Service Types:

**CHC** – Community health care services

**LDC** – Community based services for people with a learning disability

**LTC** – Long-term conditions services

**MHC** – Community based services for people with mental health needs

**MLS** – Hospital services for people with mental health needs, and/or learning disabilities, and/or problems with substance misuse

**PHS** – Prison healthcare services

**RHS** – Rehabilitation services

**SMC** – Community based services for people who misuse substances

Table 34: CQC Registered Locations for social and residential activities

Registered Home/Service	Regulated Activity	Service Type
	Accommodation for persons who require nursing or personal care	Care home service without nursing
Easterfield Court	●	●

Data source (Table 31 and Table 32): [CQC](#)

## Appendix 2

# Priority clinical audits undertaken in 2018/19

Table 35: Priority clinical audits undertaken in 2018/19

Board Assurance (6)		
1	CA-17-0007	Care Co-ordination Audit – Community Services
2	CA-17-0028	Clinical Supervision
3	CA-17-0012	Engagement & Observation Audit
4	CA-17-0019	High Dose Anti-Psychotic Prescribing in Community Services
5	CA-17-0020	Six-monthly Reviews of Depot Medication (Joint with CA-17-0008)
6	CA-17-0009	NICE NG72: ADHD in the Adult ADHD Service
7	CA-17-0013	Benchmarking Acuphase Use on Inpatient Care Wards in NTW
8	CA-18-0017	Administration & Electroconvulsive Therapy (ECT)
9	CA-18-0021	Benzodiazepine & Z-Drug Prescribing (PPT-PGN-21) (Inpatient)
10	CA-18-0019	Audit of Risk Assessment in Children & Young People Assessed by Eating Disorders Intensive Community Treatment Team (EDICT)
11	CA-17-0016	NICE (Implementation) QS90 Urinary Tract Infections
12	CA-17-0032	NICE (Implementation) QS161 Sepsis
13	CA-17-0003	Medicines Management: Safe & Secure Medicines Handling (MMRA)
14	CA-17-0015	Controlled Drugs
15	CA-17-0027	Audit of Prescribing Botulinum Toxin (NTW PPT PGN 20) & Administration of Botulinum Toxin (PGD 07)
16	CA-18-0009	Medicines Management: Prescribing Administration & Prescribing Clinical Checking Standards (Take 5 Audit)

Data source: NTW

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## Appendix 3

# Annual report on safe working hours: doctors in training

This report covering the period January to December 2018 was presented to the Trust Board in January 2019

### Executive summary

All new Psychiatry Trainees and GP Trainees rotating into a Psychiatry placement from 2nd August 2017 are on the New 2016 Terms and Conditions of Service. There are currently 117 trainees working into NTW with 96 on the new Terms and Conditions of Service via the accredited training scheme via Health Education England. There are an additional 26 trainees employed directly by NTW working as Trust Grade Doctors or Teaching Fellows. (Total 143).

### Introduction

This is the Annual Board report on Safe Working Hours which focuses on Junior Doctors. The process of reporting has been built into the new junior doctor contract and aims to allow trusts to have an overview of working practices of junior doctors as well as training delivered.

The new contract is gradually implemented by being offered to new trainees' as they take up training posts, in effect this will mean for a number of years we will have trainees employed on two different contracts. It is also of note that although we host over 160 trainee posts, we do not directly employ the majority of these trainees, also due to current recruitment challenges a number of the senior posts are vacant.

### High level data

Number of doctors in training (total): 117 Trainees (at December 2018)

Number of doctors in training on 2016 Terms and Conditions of Service (total): 96 Trainees (December 2018)

Amount of time available in job plan for guardian to do the role: This is being remunerated through payment of 1 Additional Programmed Activity

Admin support provided to the guardian (if any): Ad Hoc by MedW Team

Amount of job-planned time for educational supervisors: 0.5 PAs per trainee

New Trust Guardian of Safeworking: Dr Clare McLeod

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## Exception reports (with regard to working hours)

Table 36: Working hours exception reports received

Grade	Rota	Q1	Q2	Q3	Q4	Total Hours & Rest	Total Education
CT1-3	Gateshead			5		5	
CT1-3	St George's Park	4	4		1	9	
CT1-3	NGH				5	4	1
CT1-3	RVI	2			4	6	
CT1-3	St Nicholas	4	1	1		5	1
ST4+	North of Tyne	1			1	2	
ST4+	South of Tyne			1		1	
ST4+	CAMHS	1			1	2	
Total	36	12	5	7	12	34	2

## Work schedule reviews

During the year there have been 36 Exception Reports submitted from Trainees; the outcome of which was that TOIL was granted for 27 cases, 5 no action required, 2 cases were not agreed and payment was made on 2 occasions. Emergency Rota cover is arranged when no cover can be found from either Agency or current trainees. The Rota's are covered by 2 trainees rather than 3 and payment is made to the 2 trainees providing cover at half rate.

### a) Locum bookings

Table 37: Locum bookings (agency) by department

Specialty	Q1	Q2	Q3	Q4
Neuro Rehab				
Hopewood Park	3	3	2	2
Gateshead	1			
NGH	4	3	2	
RVI				
SNH	1			
CAMHS				
LD				
SGP	5	6	1	
South of Tyne			1	1
North of Tyne			3	
Total	14	12	9	3

Table 38: Locum bookings (agency) by grade

Grade	Q1	Q2	Q3	Q4
F2				
CT1-3	14	9	5	2
ST4+		3	4	1
Total	14	12	9	3

Table 39: Locum bookings (agency) by reason

Reason	Q1	Q2	Q3	Q4
Vacancy	14	12	5	3
Sickness/other			4	
Total	14	12	9	3

### b) Locum work carried out by trainees

Table 40: Number of locum shifts worked by trainees

Area	Q1	Q2	Q3	Q4	Total
SNH	17	22	13	11	63
SGP	41	26	16	12	95
Gateshead	8	10	3	8	29
Crisis	9	4	5	8	26
Hopewood Park	16	20	13	13	62
RVI	14	4	5	4	28
NGH	17	6	3	16	42
North of Tyne	33	11	16	22	82
South of Tyne	0	0	18	26	44
CAMHS	6	4	1	0	11
Total	161	107	94	120	482

### c) Vacancies

Table 41: Vacancies by quarter

Area	Grade	Q1	Q2	Q3	Q4
NGH/CAV	CT	3	3		3
	GP	3	3	1	
SNH	CT	3		3	3
	GP			2	
SGP	CT	9	9	6	6
	GP	3	3	1	1
RVI	CT				
HWP	CT	6	9	8	4
	FY2			2	2
Gateshead	CT		1	2	1
	GP			2	2
Total		27	28	27	22

### d) Emergency Rota Cover

Table 42: Emergency Rota Cover by Trainees

Reason	Q1	Q2	Q3	Q4
Vacancy	3	2	4	1
Sickness/other	4	11	19	11
Total	7	13	23	12

### e) Fines

There was 1 fine during the year. This was due to inadequate rest between shifts due to working late following emergency admissions at St George's Park. The doctor has received payment accordingly and the Guardian has issued a fine to the service of £383.96. At the Junior Doctor Forum agreement was reached to purchase books to assist trainees sitting CASC exams.

#### Qualitative information:

Very low numbers of Exception Reports continue despite efforts to raise the profile at Junior Doctor Forums and Induction. Guardian of Safe-working and Medical Staffing Representative are attending various sites to meet with trainees following teaching to raise awareness of Exception

Reporting. Dates have been added to the calendar for 2019.

### Issues arising

There have been 17 IR1s submitted for Insufficient Medical Handover since the system was introduced in May 2018 which relate to insufficient handover when a patient is admitted to hospital.

Some trainees find attending the Junior Doctors Forum difficult on a Friday, due to other clinical and training commitments.

The BMA have produced the Fatigue and Facilities charter which outlines steps to promote better working conditions for doctors to reduce fatigue, improve safety and provide more efficient care.

Matt Hancock, Secretary of State for Health and Social Care, has allocated funds to be spent by the Guardian of each trust specifically to improve the working conditions for junior doctors. These funds are contingent on trusts agreeing to the principles outlined in the BMA Fatigue and Facilities charter.

### Actions taken to resolve issues:

The Director of Medical Education has reviewed and summarised the IR1s submitted for Insufficient Medical Handover up until November 2018. This summary has been circulated to all medical staff and crisis team managers in the trust. The guidance of when to submit an IR1 has again been circulated to all medical staff and the crisis teams. The Guardian and Medical Staffing representative have met with trainees at HWP and SGP to explain about when and how to submit an IR1 form for Insufficient Medical Handover and have arranged to visit trainees at CAV in January 2019.

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The number of IR1s submitted has increased since the Guardian visits to trainees. These will continue to be reviewed and reported through the forum and report to the Board. IR1s with both possible reporting codes (PC12: Insufficient Medical Handover and SD08: Poor Transition of Care) are now included in the reports which are sent to the Guardian, DME and Medical Staffing Manager.

The Forum now alternates between a Thursday and a Friday. Following feedback from trainees, it was agreed that a room with a large screen set up with skype would be arranged so that trainees could join the forum together. This will be piloted at HWP for the meeting on 10th January.

The profile of Exception Reporting continues to be raised through the Junior Doctor Forum, at Induction for new doctors and at visits to trainees. The document "What is Work" which is guidance as to when it would be appropriate to raise an Exception Report, originally developed by the Guardians of Safe Working across the Region has been updated following discussions in the Junior Doctors Forum and is now on the trust intranet. The Guardian has shared the document with all trainees in the trust and will continue to use it at Induction. The Guardian and the Medical Staffing Team have met with trainees at HWP on 7th November and SGP on 10th December to raise awareness of Exception Reporting. There are dates to meet trainees rotating through four trust sites on a monthly basis, arranged at times to coincide with training; the next meeting is at CAV on 31st January.

At the Guardian Forum on 16th November, it was confirmed that the trust agrees in principle with the BMA Fatigue and Facilities charter. It was agreed that a working group be formed to review the charter, to agree

the points which were relevant to this trust and to add any additional points more specific to NTW. The first meeting was held on 17th December. The charter was agreed in the main. The Guardian will ensure that information relating to the importance of taking breaks is conveyed at Induction and review the information given about safety when travelling to trust sites out of hours and about changing facilities and showers.

Rest facilities for trainees to use when on duty and to sleep after a night shift to ensure safety to drive home were discussed in this working group. The current facilities are shared with day-time teams and need to be vacated at 9am. The difficulty identifying appropriate accommodation was discussed. It was proposed that the money received on the adoption of the charter could be used to fund appropriate rest facilities and it was suggested that this could be the purchase of pods which would be directly accessed from trust buildings for the sole use of junior doctors to provide appropriate rest facilities. The Director of Workforce Planning will write to Mr. Hancock to enquire about the likely amount the trust would have to spend on improving conditions for junior doctors, on acceptance of the charter, to inform the discussions about how best to use these funds. This will continue to be discussed through the Forum.

### Summary

Work is continuing to promote the importance of Exception Reporting and emphasise that it is a positive process:

The process to record episodes of Insufficient Medical Handover is now established and will continue to be reviewed at the Guardian Forum. A summary of reports submitted to date and the guidance



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has been shared with all medical staff and crisis team managers.

The Guardian and medical staffing representatives have arranged monthly meetings with trainees rotating through four trust sites to discuss Exception Reporting, medical handover and for any other issues that arise.

It is hoped that by alternating the day of the forum and through the use of Skype, attendance at the Forum can be facilitated and allow more trainees to attend.

Through the Guardian Forum, the BMA Fatigue and Facilities charter is being reviewed. It has been accepted in principle and a working group has been convened to look at trust specific issues to add to or amend the document. Once adopted, we understand that the trust would receive funds from the Secretary of State for Health and Social Care to be spent by the Guardian to improve the working conditions for junior doctors.

Dr Clare McLeod

Trust Guardian of Safeworking

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## Appendix 4

# Further information on the Points of You experience survey

Points of You is a survey designed with service user and carer involvement to capture feedback about their experience of the care and treatment provided. The survey is composed of 10 questions to help Northumberland, Tyne and Wear NHS Foundation Trust make improvements in specific areas. NHS England requires us to ask the 'Friends and Family Test' question which is also included in the Points of You survey as the first question.

Service user and carer experience is an important indicator of service quality, and only by asking our service users and carers about their experience can we monitor and continuously improve the quality of our services. All service users and carers should have the opportunity to provide feedback of their experience. It is important to hear from all service users and carers who are accessing or have recently accessed our inpatient, community and outpatient services.

Points of You can be completed as a hard copy that should be freely available in all clinical areas, online at [www.ntw.nhs.uk/poy](http://www.ntw.nhs.uk/poy), or through a survey posted out to service users.

The questions we ask are:

1. How likely are you to recommend our team or ward to friends and family if they needed similar care or treatment?
2. How kind and caring were staff to you?
3. Were you encouraged to have your say in the treatment or service received and what was going to happen?
4. Did we listen to you?
5. If you had any questions about the service being provided did you know who to talk to?
6. Were you given the information you needed?
7. Were you happy with how much time we spent with you?
8. Did staff help you to feel safe when we were working with you?
9. Overall did we help?
10. Is there anything else you would like to tell us about the team or ward? (You can also use this space to tell us more about any of the questions on this survey)



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## Appendix 5

# Statement of Directors' Responsibilities in respect of the Quality Report

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## Appendix 6

# Limited Assurance Report on the content of the Quality Report

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## Appendix 7

# Glossary

<b>ADHD</b>	Attention Deficit Hyperactivity Disorder – a group of behavioural symptoms that include inattentiveness, hyperactivity and impulsiveness
<b>AIMS</b>	Accreditation for Inpatient Mental health Services
<b>ASD</b>	Autism Spectrum Disorder – a term used to describe a number of symptoms and behaviours which affect the way in which a group of people understand and react to the world around them
<b>CAMHS</b>	Children and Adolescent Mental Health Services
<b>CCG</b>	Clinical Commissioning Group – a type of NHS organisation that commissions primary, community and secondary care from providers
<b>CAS alert</b>	The Central Alerting System is a web-based cascading system for issuing patient safety alerts, important public health messages and other safety critical information and guidance to the NHS.
<b>CCQI</b>	College Centre for Quality Improvement – part of the Royal College of Psychiatrists, working with services to assess and increase the quality of care they provide.
<b>CMHT</b>	Community Mental Health Team – supports people living in the community who have complex or serious mental health problems
<b>Commissioner</b>	Members of Clinical Commissioning Groups (CCGs), regional and national commissioning groups responsible for purchasing health and social care services from NHS Trusts.
<b>Coram Voice</b>	A charity that enables and equips children and young people to hold to account the services that are responsible for their care.
<b>CQUIN</b>	Commissioning for Quality and Innovation – a scheme whereby part of our income is dependent upon improving quality
<b>CMHT</b>	Community Mental Health Team
<b>CRHT</b>	Crisis Resolution Home Treatment – a service provided to service users in crisis.
<b>Clinician</b>	A healthcare professional working directly with service users. Clinicians come from a number of healthcare professions such as psychiatrists, psychologists, nurses and occupational therapists.
<b>Cluster / Clustering</b>	Mental health clusters are used to describe groups of service users with similar types of characteristics.
<b>CQC</b>	Care Quality Commission – the independent regulator of health and adult social care in England. The CQC registers (licenses) providers of care services if they meet essential standards of quality and safety and monitor them to make sure they continue to meet those standards.
<b>CPA</b>	Care Programme Approach – a package of care for some service users, including a care coordinator and a care plan.
<b>CTO</b>	Community Treatment Order

<b>CYPS</b>	Children and Young Peoples Services – also known as CAMHS
<b>Dashboard</b>	An electronic system that presents relevant information to staff, service users and the public
<b>DOLS</b>	Deprivation Of Liberty Safeguards – a set of rules within the Mental Capacity Act for where service users can't make decisions about how they are cared for.
<b>Dual Diagnosis</b>	Service users who have a mental health need combined with alcohol or drug usage
<b>ECT</b>	Electroconvulsive therapy
<b>EIP</b>	Early Intervention in Psychosis
<b>Forensic</b>	Forensic teams provide services to service users who have committed serious offences or who may be at risk of doing so
<b>GP</b>	General Practitioner – a primary care doctor
<b>HMP</b>	Her Majesty's Prison
<b>HoNOS / HoNOS 4-factor model</b>	Health of the Nation Outcome Scales. A clinical outcome measuring tool.
<b>IAPT</b>	Improving Access to Psychological Therapies – a national programme to implement National Institute for Health and Clinical Excellence (NICE) guidelines for people suffering from depression and anxiety disorders.
<b>LD</b>	Learning Disabilities
<b>LeDeR</b>	The Learning Disabilities Mortality Review Programme aims to make improvements in the quality of health and social care for people with learning disabilities, and to reduce premature deaths in this population.
<b>Lester Tool</b>	The Lester Positive Cardiometabolic Health Resource provides a simple framework for identifying and treating cardiovascular and type 2 diabetes risks in service users with psychosis receiving antipsychotic medication.
<b>MARAC</b>	Multi-Agency Risk Assessment Conference – a risk management meeting for high risk cases of domestic violence and abuse
<b>MDT</b>	Multi-Disciplinary Team – a group of professionals from several disciplines who come together to provide care such as Psychiatrists, Clinical Psychologists, Community Psychiatric Nurses and, Occupational Therapists.
<b>MHA</b>	Mental Health Act
<b>MHCT</b>	Mental Health Clustering Tool – a computerised system used in clustering
<b>NHS Improvement</b>	The independent regulator of NHS Foundation Trusts, ensuring they are well led and financially robust.

<b>Single Oversight Framework</b>	An NHS Improvement framework for assessing the performance of NHS Foundation Trusts (replacing the Monitor Risk Assessment Framework)
<b>NEQOS</b>	North East Quality Observatory System – an organisation that helps NHS Trusts to improve quality through data measurement
<b>NICE</b>	National Institute for Health and Clinical Excellence – a group who produce best practice guidance for clinicians
<b>NIHR</b>	National Institute of Health Research – an NHS organisation undertaking healthcare related research
<b>NRLS</b>	National Reporting and Learning System – a system for recording patient safety incidents, operated by NHS Improvement
<b>NTW</b>	Northumberland, Tyne and Wear NHS Foundation Trust
<b>Out of area placements</b>	Service users admitted inappropriately to an inpatient unit that does not usually receive admissions of people living in the catchment of the person's local community mental health team.
<b>Pathway</b>	A service user journey through the Trust, people may come into contact with many different services
<b>PHSO</b>	The Parliamentary And Health Service Ombudsman
<b>PICU</b>	Psychiatric Intensive Care Unit
<b>Points of You</b>	An NTW service user and carer feedback system that allows us to evaluate the quality of services provided. For more information on Points of You please see page 90.
<b>POMH-UK</b>	Prescribing Observatory for Mental Health – a national organisation that helps mental health trusts to improve their prescribing practice.
<b>PMVA</b>	Prevention and Management of Violence and Aggression
<b>Recovery College</b>	Recovery Colleges take an educational approach to provide a safe space where people can connect, gain knowledge and develop skills.
<b>RiO</b>	NTW's electronic patient record
<b>RTT</b>	Referral To Treatment – used in many waiting times calculations
<b>Serious Incident</b>	An incident resulting in death, serious injury or harm to service users, staff or the public, significant loss or damage to property or the environment, or otherwise likely to be of significant public concern. This includes 'near misses' or low impact incidents which have the potential to cause serious harm.
<b>Transition</b>	When a service user moves from one service to another, for example from an inpatient unit to being cared for at home by a community team.

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For other versions telephone 0191 246 6935 or email [qualityassurance@ntw.nhs.uk](mailto:qualityassurance@ntw.nhs.uk)

Copies of this Quality Account can be obtained from our website ([www.ntw.nhs.uk](http://www.ntw.nhs.uk)) and the NHS Choices website ([www.nhs.uk](http://www.nhs.uk)). If you have any feedback or suggestions on how we could improve our quality account, please do let us know by emailing [qualityassurance@ntw.nhs.uk](mailto:qualityassurance@ntw.nhs.uk) or calling 0191 246 6935.

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