The Care Quality Commission (CQC) is the independent regulator of health and adult social care services in England. It makes sure that the care provided by hospitals, dentists, ambulances, care homes and home-care agencies meets government standards of quality and safety. The CQC also protects the interests of vulnerable people, including those whose rights are restricted under the Mental Health Act.

The CQC puts the views, experiences, health and wellbeing of people who use services at the centre of its work and has a range of powers it can use to take action if people are getting poor care.

The CQC registers health and adult social care services across England and inspects them to check whether or not standards are being met. Inspections take place regularly and at any time in response to concerns. They are almost always unannounced. During inspections, the CQC asks people about their experiences of care, talks to care staff, and checks that the right systems and processes are in place. It judges whether the standards are being met or not and publishes reports of its findings on its website. In between inspections the CQC continually monitors all the information it holds about a service. The information comes from inspections, the public, care staff, care services and from other organisations.

Warning for hospitals on NHS sick list

- Too many trusts are resistant to change, says damning verdict from Britain’s chief hospital inspector
- Huge variations in healthcare are failing patients across the country and will undermine public faith in system

We believe we are progressive...
DEVELOPING OUR STAFF
The last year has been a very busy period in which we have continued to develop our staff engagement activities to further support Newcastle Hospitals as an ‘employer of choice’. Following on from the Francis Enquiry, a number of listening and staff engagement events have taken place with a view to obtain direct feedback from staff on how the Trust can continue to improve its services and ensure patients are at the centre of everything we do.

The Personal Touch Award scheme has now been in place for over a year and there was a wonderful celebration with all our winners in January 2014. A ‘Personal Touch Award Annual Review 2013’ was published and distributed across the Trust to ensure everyone – patients, visitors and staff were able to acknowledge all the winners. Particular congratulations are extended to the Employee of the Year, Barbara Kidd, from Ward 23, Children’s Heart Unit at the Freeman Hospital who was recognised for her commitment, caring approach and support for patients and their families, and described by some as an ‘unsung hero’.

The Trust Workforce Strategy has been refreshed and acknowledges the challenges we face in providing high quality care and services as well as providing opportunities for our staff to develop their skills, experience and competence. Our focus will remain on building capacity and improving efficiency and the six key indicators encapsulate the vision:

- Quality core HR standards
- Professional and leadership development capacity
- The centre for excellence providing high quality education and training
- Optimum organisation of clinical support and research workforce
- Facilitate change
- Employee and stakeholder engagement

We continue to improve our services and ensure patients are at the centre of everything we do

Workforce Strategy

To be the preferred NHS employer and to recruit, develop and retain a quality, flexible workforce, delivering safe healthcare at its very best with a personal touch.

Patients at the heart of everything we do

Core professional and leadership behaviours
Our 2013 NHS Staff Survey Results were excellent placing us in the top 20% of Trusts nationally. Through the results it was revealed that our staffs are more likely to recommend Newcastle Hospitals as a place to work and as a place for their family and friends to receive treatment than any other Trust in the North East. This will become increasingly important with the introduction of the NHS ‘Friends and Family’ test being implemented in 2014.

Building on the implementation of our Professional and Leadership Behaviours’ framework, and utilising new flexibilities within NHS Terms and Conditions of Service to enable a more transparent alignment between performance and pay progression, we have revised our appraisal processes in partnership with local staff representatives to introduce a performance rating system for all staff. The system is designed to improve the quality of appraisal discussions and feedback which assures staff they are valued by the organisation, and motivated to perform at the highest level.

During the last year we have given particular focus to our efforts in actively developing and promoting the Trust’s equality and diversity agenda. We understand that through valuing diversity we can continue to employ and attract new staff from a range of backgrounds who will strive to deliver the highest quality and safe care meeting the needs of our patient community. We are committed to this activity and have developed our own equality branding to support the NHS Personal, Fair and Diverse Champion scheme, promote the Disability ‘two ticks’ scheme, and enhance our standing in the Stonewall Workplace Equality Index as a champion of good practice in the field of employment and sexual orientation.

Our involvement with ‘Project Choice’, a work experience/internship programme for young people with learning disabilities has been specifically recognised by the CIPD North East of England who awarded Newcastle Hospitals as winner of the ‘Diversity and Inclusion in the Workplace Award 2014’. A significant number of students who participated on the programme have gone on to gain substantive employment with our Trust.

We have also continued to extend the range of voluntary benefits of working for the Newcastle Hospitals to further enhance the employment package and enable the Trust to distinguish itself in an increasingly competitive employment market and continue to attract and retain high performing staff.

Dee Fawcett
Human Resources Director
Newcastle Hospitals is committed to playing a key role in delivering a health service where equality, diversity and human rights are embraced and communicated in the everyday work of staff. Project Choice is an activity that supports this commitment. It is a development programme that enables young adults with learning disabilities/difficulties or autism between age 16-24 years to gain employability skills through work experience placements, and prepare them for employment. The Project recognises that positive action can help to remove barriers to employment and proactively address the under-representation of disabled people in employment.

Disabled young people often share the same aspirations of their non-disabled peers for education, work and independent living, but many are frustrated in achieving their ambitions. By building relationships with local schools and colleges, the Trust offers the development of those skills and behaviours needed for employment which are not learnt in the classroom.

The Project structure has three Stages;

- **Stage 1** - provides young people aged 16-19 years who are still in a school setting with the opportunity to undertake work
- **Stage 2** - provides participants with a full time internship for an academic year
- **Stage 3** - assists the interns to transition either to paid employment, apprenticeship schemes or further education programmes.

The Project equips students with work-based transferable skills enabling them to be work-ready after completion of an academic year. The Project is delivered in partnership with Gateshead College and supports Newcastle Hospitals’ overall aim to be the NHS ‘Employer of Choice’ as well as a leading employer in:

- the promotion of equality and diversity
- challenging discrimination
- promoting equality in employment

Since its development, Project Choice has been recognised locally and nationally by receiving the following prestigious awards:

- the ‘Diversity and Inclusion in the Workplace’ Award at the annual CIPD People Management Awards 2014
- a gold award for the Best Public Sector Programme at the National Training Journal Awards 2013
- a gold award in the Best Mentoring Programme category in recognition of the support given by Trust mentors to the young people 2013.

The Trust has also featured in a high profile film to showcase good practice in supporting/developing disabled candidates into the workplace.

The level of support from departments involved in the Project has been fantastic and the commitment from the mentors to developing the students has delivered an extremely successful and worthwhile experience for the Trust and for students – many of whom have gone on to secure employment.
This project has given Lewis choice in all aspects of life, it has been completely life changing.

Hotel Services Manager

Without exception Project Choice students have showed an unparalleled work ethic. The time invested in their training has shown dividends in the department and it is a pleasure working with them.

Intern

I love coming to work, I feel part of life.

Carer of intern
The Education and Workforce Development service is part of an integrated team, working in partnership with internal and external stakeholders to deliver quality education and training to our workforce, supporting achievement of the Trust’s workforce objective ‘to be the preferred NHS employer, and to recruit, develop and retain a quality, flexible workforce capable of delivering healthcare at its very best with a personal touch’.

The Trust has a strong track record in delivering excellent care and patient experience and this is testament to the efforts of our committed workforce.

2013/14 was another very productive year, with the service leading and/or contributing to a number of new initiatives and developments whilst continuing to improve our mainstream activity which includes, mandatory training, induction of new employees, training medical students, developing our trainers, educators, supervisors and mentors and providing education/training placements to various professional staff groups, including nursing, midwifery and pharmacy.

Training and educating the workforce of today, as well as the workforce of tomorrow are of equal importance. We take great pride in the work we do to achieve this. In the last year we have continued to focus on a number of key areas which include, developing leaders, developing staff to deliver healthcare compassionately, encouraging and enabling sharing of good practice and multidisciplinary/multiagency training, supporting staff to be first class researchers, helping staff keep abreast of new technological advances and supporting the development of an adaptable workforce.

Delivering education, training and development to a large, diverse workforce is a constant challenge but one we embrace. This section of the Annual Report details a little of what we did in the last year and seeks to illustrates the Trusts on-going commitment to invest in the development of its staff.

So, facts to be proud of...

In 2013/14

- Our staff completed 75,000 individual courses via our bespoke on line learning platform
- We significantly increased the number of staff trained, in delivering a good patient (service user) experience with 7500 staff, participating in a programme aimed at enhancing the patient experience, within a 10 month period
- We educated and provided pastoral care to the largest number of medical students in the North East, contributing to the development of around 550 students
- We provided high quality training to almost 700 trainee doctors and 150 Trust doctors in a wide range of clinical development programmes
- 90% of our staff had an appraisal, an improvement of 3% on 12/13, and a better position than the national NHS average of 83%
- We delivered 140 educational courses at our state of the art Surgical Training Centre, one of only two of its kind in the UK
- We delivered 192 Corporate Induction programmes, across 48 weeks of the year
- 1500 clinical staff were trained in our dedicated Simulation Centre
- The Library and Information team issued 10,500 books and delivered training to 800 staff on the use of electronic resources to support clinical practice and or professional development
- In the second part of the year, we recruited and trained 85 Healthcare Assistants in our new, trailblazing, Healthcare Academy, ensuring this key group of staff deliver quality, compassionate care to our patients
Essential Skills/Mandatory Training

The key to having a quality workforce is in ensuring it is supported in keeping up to date with essential areas of practice and that it has the right knowledge and skills to practice safely, compassionately and efficiently.

Our Essential/Mandatory Training offer took account of potential areas of need in relation to the safety and experience of patients, following the Francis Report recommendations, as well as the health safety and wellbeing of staff, and consideration was, as always, given to wider legislation, regulatory and contractual requirements which govern our practice, including those set out by the Care Quality Commission.

2013/14 saw new employees being more robustly inducted in our values and behaviours and the way we do things here, emphasising that our patients are at the forefront of all that we do. More generally staff updated their knowledge and skills in a range of areas of practice including safeguarding adults and children and dementia awareness.

Delivery of mandatory training to 13,000 plus staff is of paramount importance and we are pleased at the progress being made year on year. Our overall compliance rate for the year was 86%.

The Wider Offer!

As important as Essential/Mandatory Training is, there are a number of other education and workforce imperatives for an organisation of this size and nature, especially if we are to continue to recruit and retain the very best staff. One of our key workforce objectives is to strengthen the Trust’s value and reputation as a teaching hospital and as a ‘centre for excellence’ in providing high quality education and training.

The multitude of education and learning opportunities we offer staff form part of an employment package which attracts the very best practitioners. A number of these are highlighted below:

Medical Education

Strong clinical leadership and engagement is a major factor in our success in the area of medical education, and through the efforts of the Medical Education team, including the Director of Medical Education, Tutors, Supervisors and wider team members, we continue to demonstrate delivery of high quality education and support to medical students, trainee doctors and to those involved in the delivery of training. The tutor team has recently been reorganised to reflect an increasing integration between undergraduate and postgraduate training and a new Tutor role for SAS (Specialty and Associate Specialist) Doctors has been introduced.

2013 -14 has been another busy and exciting year with us providing training to around 1400 doctors and medical students via a wide range of clinical programmes. We are especially pleased with all that we have done to build our team of educators and supervisors and to support them in their continuous professional development (CPD). We have secured high levels of engagement from across the Trusts body of senior medical staff who fully understand the importance of developing doctors and we have had in excess of 430 consultants acting as educational supervisors. Additionally 211 supervisors refreshed and updated their skills using our bespoke online package. CPD around supervision of trainees remains a high priority and this year we have invested, in terms of time, expertise and finance, to extend our bank of resources. Our programme has tripartite accreditation from Health Education North East (HENE) and Newcastle and Durham Universities and we are proud to say that we are the only Trust in the region to have achieved this.

We continue to see year on year improvement on what we deliver and in the past year we have seen an improvement in the results of the General Medical Council (GMC) annual trainee survey. The survey is one of the key sources of information available and it helps us track progress and highlight any areas we consider require attention as this informs our continuous improvement programme.

Quality assurance is a key priority. Delivering programmes that meet the needs of our patients, services, students/trainees and our commissioners, including HENE, of which the Northern Deanery is part, as well as satisfying the requirements of the many Royal Colleges, is a critical factor in securing high quality trainees each year.

The Medical Education team play a vital role in working with services and teams across the Trust to ensure quality education is delivered, and that our patients receive high quality care. In 2013 – 14 the team oversaw the quality assurance process for 71 specialty programmes and provided evidence to demonstrate on going compliance with the requirements of the GMC, Royal Colleges and the HENE contract. We are delighted that our efforts led to our Quality Assurance process being commended as exemplar practice by HENE.