By combining expertise in molecular genetics with the use of high throughput sequencing platforms, NewGene delivers a high quality, fast turn around service at an attractive price.

The demand for genetic testing is growing year on year as advances in medical genetics are coupled with growth in personalised medicine. NewGene is a pioneer in developing, validating and delivering molecular diagnostics using the latest high throughput sequencing and genotyping platforms. Whether your needs are diagnostic, in the clinical trial setting or in the research domain NewGene can help you achieve your objectives.

For more information contact angela.silmon@newgene.org.uk or visit www.newgene.org.uk
Medical Director’s Statement

Having negotiated yet another successful year, the Trust is well prepared for building upon past achievements in spite of the challenges that lie ahead. In 2014-15, circa £1.7million patient episodes were completed and financial robustness was maintained.

As ever, any surplus will be reinvested directly into patient care by facilitating further service development.

The main emphasis has been on quality and patient safety, which is an absolute priority both now and in the future. The Trust mortality rate is the lowest in the region, which is particularly creditable given the fact that here in Newcastle we have one of the largest and most complex specialty portfolios in the UK. Comprehensive quality accounts are produced for Board level scrutiny on a monthly basis and remain impressive. A blame free culture has been fostered with transparency and learning being at the heart of the quality agenda.

As a long established Foundation Trust, we remain cognisant of the ever evolving plethora of challenges we now face. There has been considerable publicity surrounding 7 day working, which of course is already well embedded in this organisation. For example, since November 2014, there has been 24/7 Consultant presence in the Major Trauma Unit /Accident and Emergency Department, and, for many years, 24/7 cover in all of the acute specialties. For the Newcastle upon Tyne Hospitals, this is nothing new.

There is of course room for improvement in providing more routine assessments and treatment in the evenings and weekends but resources are finite and the work-life balance of our already overcommitted and loyal staff has to be considered.

The forthcoming Winter pressures provide a further challenge especially given our philosophy that ‘our doors are always open’. Improvements in Ambulatory Care will be completed imminently and which in turn shall enable more rapid discharge for those patients not requiring admission. Patient flow is restricted by community capacity limitations, however we are grasping the nettle and negotiations are currently taking place with the local Clinical Commissioning Group to improve this.

One of the keys to the continuing success has been the move towards earned autonomy of Clinical Directorates. This has placed the responsibility for both clinical development and financial management firmly in the hands of our Directorates, which has been a proven success. Overseeing rather than overbearing senior management appears to be a successful formula to which all accountable senior staff have responded admirably. Progressive, underpinned by tradition, is part of our ethos.

As a leading group of teaching hospitals, we remain whole heartedly committed to training and research.

Sub-optimal national and regional workforce planning in recent years has presented its own challenges, which have been addressed by independently introducing Specialty and Teaching Fellows. These posts are extremely popular and have attracted high calibre candidates whose expectations have been fulfilled. The Research and Development Directorate continues to flourish with generous support given to research active clinicians.

As a Foundation Trust, we enjoy independence, even allowing for the regulatory overload, and intend to continue to develop services that will directly benefit our patients, locally, nationally and internationally, who shall always be our absolute priority.

Politicians of all persuasions wax lyrical, particularly in pre-election periods, about the ‘jewel in the crown’ status of the NHS, a concept shared by the majority. Constructive and morale boosting progress will be greater facilitated by a continuation of this support both in Parliament and the national media.

I would like to offer my personal thanks to all who work within the Trust in our common goal to provide high quality healthcare for the residents of Newcastle upon Tyne and surrounds, and tertiary care to those from further afield and beyond the United Kingdom. We are indebted to their loyalty and commitment – all have an equal share in our success.

Andrew Welch FRCS
Medical Director
Pushing the boundaries

This month the North East will host the British Transplant Games. HELEN RAE takes a look at how the region is leading the way in bringing organ transplant care from the laboratory bench to the bedside.

Post liver transplant patient Tilly Hale, 71, from Cramlington with Prof Derek Manas, director of The Institute of Transplantation.
YOU wonderful lot - you did it! More than 20,000 people across the North East have agreed to become organ donors after our sister title The Chronicle’s campaign to boost the number of lifesavers in the region smashed its target.

As the British Transplant Games launches in Newcastle and Gateshead, new figures reveal 23,063 people have signed the NHS Organ Donor Register since we launched our Become a Donor campaign in November.

We set a target of getting 10,000 onto the register, but the North East public have come forward in massive numbers and agreed to become donors. Yesterday, the British Transplant Games arrived in the region with a launch parade through Newcastle city centre.

It is hoped the three-day event will highlight the life-changing effects that organ donation can make as hundreds of transplant recipients gather.

Graham Wylie, chair of the Games, said: “The Chronicle’s Become a Donor campaign has been a rallying cry to the people of the North East to get to grips with the issues linked to organ donation. “The campaign’s success in helping attract an additional 20,000 individuals to sign-up to the register is fantastic, and I’d strongly encourage anyone reading about the initiative who hasn’t yet made that commitment to strongly consider it. In the North East alone we have 300 people waiting for an organ, with three people dying daily across the UK because they can’t get the organ they so desperately need. We can each make an impact on those statistics simply by signing-up to the register.

“We believe this is not an issue here in Newcastle upon Tyne”

Andrew Welch, Medical Director

20,000 answer our rallying cry for organ donors

since we launched our Become a Donor campaign in November.

We set a target of getting 10,000 onto the register, but the North East public have come forward in massive numbers and agreed to become donors. Yesterday, the British Transplant Games arrived in the region with a launch parade through Newcastle city centre.

It is hoped the three-day event will highlight the life-changing effects that organ donation can make as hundreds of transplant recipients gather.

Graham Wylie, chair of the Games, said: “The Chronicle’s Become a Donor campaign has been a rallying cry to the people of the North East to get to grips with the issues linked to organ donation. “The campaign’s success in helping attract an additional 20,000 individuals to sign-up to the register is fantastic, and I’d strongly encourage anyone reading about the initiative who hasn’t yet made that commitment to strongly consider it. In the North East alone we have 300 people waiting for an organ, with three people dying daily across the UK because they can’t get the organ they so desperately need. We can each make an impact on those statistics simply by signing-up to the register.

“We believe this is not an issue here in Newcastle upon Tyne”

Andrew Welch, Medical Director
The Newcastle Hospitals @ Cramlington

We’re bringing our services closer to you and opening a BRAND NEW Healthcare & Diagnostic Centre at Manor Walks Shopping Centre, Cramlington, Northumberland.

Opening October 2015
Children's Cardiac Services at the Freeman Hospital

Healthcare at its very best - with a personal touch

PROPOSAL TO DEVELOP A NEW CHILDREN'S HEART UNIT/SUPPORT WIDER EXPANSION & MODERNISATION OF CARDIOTHORACIC SERVICES IN NEWCASTLE

...at the heart of excellence...
The mission of the company is to help facilitate the better delivery of seamless healthcare across Primary, Community & Secondary care services.
Freeman Clinics Ltd. was established as a Private Company in 2008. The mission of the company is to help facilitate the better delivery of seamless healthcare across Primary, Community & Secondary care services.

The company is responsible for the running of:
- Ponteland Road Health Centre, Newcastle upon Tyne
- Battle Hill Health Centre, Wallsend, North Tyneside
- Earsdon Park Medical Practice, Shiremoor, North Tyneside

Freeman Clinics continue to work in partnership across Primary & Secondary care in order to deliver “New Models of Care”.

During 2014/2015 Freeman Clinics has continued to work to develop and build partnerships to better enable effective & safe treatment closer to home. Examples of this are the many and varied outreach clinics which are held across the sites. These include Ophthalmology, Renal, Dermatology & ENT clinics.

Battle Hill & Ponteland Road continue to provide a Walk-in Service from 8am – 8pm seven days a week. This service is Nurse Practitioner led with a Doctor on site for referrals as necessary. These Clinics are very popular and numbers attending continue to rise. A report prepared by Healthwatch in November 2014 particularly highlighted the popularity of Battle Hill Walk-in Centre with the population of North Tyneside. In addition both sites deliver Primary Care services to registered patients.

All three sites have had CQC inspections and are graded as “good”.

Freeman Clinics have contracts with North Tyneside Clinical Commissioning Groups to provide services at both Battle Hill & Earsdon until 2017. The contract at Ponteland Road is currently under review by Newcastle & Gateshead Clinical Commissioning Group.

For the future, Freeman Clinics continues to work in partnership across Primary & Secondary care in order to facilitate and deliver “New Models of Care”.

Dr Ian Winterton
Chairman

Review of the Year 2014/15 137
New electronic referral service helps Newcastle Hospitals’ patients access medicine support following their discharge from hospital

Newcastle Hospitals has been working in partnership with North of Tyne Local Pharmaceutical Committee to develop an innovative electronic patient referral system which directly links Newcastle Hospitals with local community pharmacy providers such as Lloyds Pharmacy and Boots.

With The Royal Pharmaceutical Society estimating that around 20% of all patients will encounter problems, with their medicine following discharge from hospital; senior pharmacists at Newcastle Hospitals had realised the positive impact that improving links with community pharmacy could have on the health of its patients.

Those at most risk of encountering problems, and would therefore see the greatest benefit from post-discharge follow-up, are patients with long-term conditions who have had changes made to their medicines during their hospital stay.

How does electronic referral work?

When a hospital pharmacist or technician identifies a patient that would benefit from post-discharge support with their medicines, they log on to a secure web-based application and send a referral to the patient’s nominated community pharmacy. When the community pharmacist receives the referral, they contact the patient within three working days following their discharge. This is to arrange a mutually convenient time for the patient to attend their local community pharmacy for a review of their medicine.
Key information about this interaction is returned to hospital colleagues. This is so they are aware of any interventions made, advice given or changes necessary for future reference. The service ensures awareness of changes to medicines, how and when to take medicines, possible side effects and, if appropriate, patients can also be referred into relevant public health services. For example, smoking cessation services, flu vaccination, medicine home delivery and initiating repeat dispensing.

**Some of the benefits identified to date**

In total, Newcastle Hospitals made 1,075 referrals to community pharmacies in the North of Tyne area from 1st July 2014 to 31st March 2015.

Some examples of the challenges identified by community pharmacy:

- A patient not taking their medication as prescribed because they were finding it too difficult to swallow. An equivalent but smaller medication was then prescribed as an alternative.
- A patient confused about how to use their inhalers.
- Advised a patient about the impact of a missed Warfarin dose.
- A patient not correctly taking their pain medication and therefore not ensuring optimum pain control.

The system now also asks the community pharmacist to record a scoring which is a measure of the likelihood of a readmission, had the pharmacist not intervened. Of 68 scores, 11 estimated that a readmission was possible without the intervention.

**What are the next steps?**

The Academic Health Science Network (AHSN) for the North East and North Cumbria established a Transfer of Care project team in October 2014 to expand the service at pace and scale across the region.

By the summer of 2015, it is anticipated that 10 NHS Hospital Trusts in the North East and Cumbria will be adopting Newcastle Hospitals’ model and making electronic referrals to a network of over 700 community pharmacies.

Patient perception will also be assessed and their suggestions for improvement will be used to help tailor the service. It is anticipated that the first set of regional results will be published by the end of 2015.

Improving the transfer of information about medicines across all care settings should help reduce incidents of avoidable harm to patients, improving patient safety and contributing to a reduction in avoidable medicines related admissions and readmissions to hospital.

---

**Newcastle Specials Website launched**

Newcastle Specials, Newcastle Hospitals’ dedicated Pharmacy Production and Quality Control Unit, has launched its own dedicated website.

The launch of the site will help further establish Newcastle Specials’ brand identity and, for the first time, provide a dedicated information resource for our customers.

By visiting the website, customers from the NHS, community pharmacy and private pharmaceutical wholesalers, can register to view Newcastle Specials’ unlicensed medicines product range, and learn more about other Newcastle Specials services, such as medicine manufacture for clinical trials.

The Newcastle Specials website can be viewed at the following address: www.newcastlespecials.co.uk

---

**Pharmacy leading in efforts to improve the patient experience**

Last year, the community pharmacy provider Lloyds Pharmacy took over the dispensing of outpatient prescriptions and Pharmacy shops at the Freeman Hospital and Royal Victoria Infirmary.

Whilst Newcastle Hospitals retains on-going responsibility for the quality and safety of the outpatient dispensing services, this change has enabled pharmacy staff to provide a more patient focused service.

Lloyds Pharmacy employed their own staff to manage outpatient services and this enabled the trust’s staff, who had previously managed outpatient services, to be released from their former roles. Trust staff are now spending more time on wards with patients discussing their medicines. More pharmacy staff on wards has improved discharge support and helped patients to be discharged without delays.

For the first time, pharmacy staff are also now able to provide a ward based clinical pharmacy service on Saturdays and Sundays. The feedback from weekend activity is helping the directorate prepare and plan how pharmacy services could be designed if and when 7-day working is rolled-out across the NHS.

Since the handover, for the first time, outpatient dispansary services are now available at the Royal Victoria Infirmary on Saturdays. Both the Freeman Hospital and Royal Victoria Infirmary pharmacies are also open for longer each day.

By continued working with Lloyds and by developing closer links with other community pharmacy providers, senior pharmacy staff are confident that these partnerships will lead to future service innovations, positively benefitting our patients.
Developing our Staff
Our Workforce

We are very proud of the success of our Personal Touch Award scheme which provides the opportunity to shine a light on the great work that goes on each day across the organisation, making us very proud of our wonderful staff who embody - “healthcare at its very best with a personal touch”. Since its launch in January 2013, the Personal Touch Award scheme has received over 800 nominations from patients and staff that have identified individual staff members and teams who have gone over and beyond the call of duty to ensure that patients receive outstanding care of the highest standard.

During the 2014 Personal Touch Award Annual Celebration Kathryn McRae, staff nurse specialist in haematology based on ward 33 of the Freeman was awarded Employee of the Year, for the outstanding compassion and emotional support she shows to all of her patients and their families, going beyond the call of duty to arrange memorial services (in her own time) that provide valuable closure to the relatives of deceased patients.

The Team of the Year award was nominated to Stan Green (Clerk/receptionist), John Curry (Portering Supervisor) and Allan Swan (Security Officer) who were credited for the outstanding level of customer services they had shown to a visitor when they assisted him to locate his hire car keys, which he lost in the grounds of the RVI on a dark rainy winters night. The gentlemen described them as “exemplary in their actions, going above and beyond the call of duty”.

During the celebration evening, Kingsley W Smith OBE DL, Chairman of the Trust announced that the Personal Touch Award scheme would be extended to demonstrate our gratitude and recognise the contribution of our voluntary workforce who add value and enhance the patient experience. During 2015 we look forward to presenting the very first Volunteer awards.

The ‘Personal Touch Award Annual Review 2014’ was published and distributed across the Trust to ensure everyone – patients, visitors and staff are informed and able to acknowledge some of the staff who received awards throughout 2014.
Volunteering in Newcastle Hospitals

At Newcastle upon Tyne Hospitals Trust, our volunteers make a valuable contribution in supporting our staff to add value to our services and help to enhance the patient experience.

To ensure that we offer the very best in volunteer experience to our volunteers and staff, we undertook an extensive review of the Trust Volunteer Service, to ensure that moving forward, we continue to deliver a high quality volunteer service with the ultimate aim of being recognised as exemplar for innovative volunteering in the region.

We reintroduced recruitment for Trust volunteers and have received a wonderful response to this initiative.

What our volunteers currently do

We anticipate significant growth in the number of volunteers recruited throughout 2015, with our portfolio of innovative roles evolving to respond to proactive requests from staff to meet the needs of our patients and the Ward environment.

New roles have recently been developed in A&E; Neonatal and Postnatal; and Ophthalmology. We are soon to provide support in Neurological and Therapy Services, and our current roles include:

A&E Volunteers – improving the patient experiences of A&E through offering emotional and practical support to patients and staff within a very busy service at the front line of Emergency Medicine and all this entails.

Administration Support (International Centre for Life) providing a range of administration tasks to support staff in running a smooth administration service.

Companionship and Activities (Adults) Volunteer – focusing particularly on patients who feel lonely or isolated, those with cognitive impairment who cannot make sense of their current situation and those at risk of falls, our volunteers provide companionship and activities (one to one and in small groups where appropriate) for patients in hospital.

Forget-me-not Volunteers – offering valuable companionship, reassurance and comfort for older patients in hospital through building companionship and trust to enable patients to engage with activities such as social/recreational and daily living activities.

Meal Time Assistant Volunteer – ensuring that patients in hospital needing assistance or encouragement with eating receive nutrition in a timely and comfortable way.

Meet and Greeter Volunteer – offering a warm welcome to patients, relatives and visitors of the Trust, giving information about the hospital and directions to various departments; will also escort and support those people who require a little extra help.

Ophthalmology Ward Assistant Volunteer – assisting the ward staff in creating a friendly, welcoming and helpful environment for patients.

Neonatal and Postnatal (Maternity) Ward Volunteer – working alongside staff to help to improve the patient experience.

Shop Volunteer (Childrens Heart Unit Fund Charity) – helping to serve patients and visitors drinks, confectionery and small gifts with all profits from the shop being donated to the Children’s Heart Unit Fund.

We are immensely grateful and appreciative of all volunteers who work across our hospitals (including those from other organisations) and so effectively contribute to improving the experience of our patients, their relatives and carers.
The benefit of having volunteers on ward 21 is that they are available to meet and greet our patients, assist our patients at mealtimes and keep them up to date regarding their wait on the ward. This efficient service helps our ward run smoothly and ensure our patients have a good experience with us even though their visit maybe short, the limited time they have with our patients is always ‘appreciated’

Ward Sister
During the year, the Trust also entered into partnership with Inspiring the Future, a free service where volunteers pledge one hour a year to go into state schools and colleges to talk about their job, career, and the education route they took. By signing up as a partner, we are making it easy for local schools and colleges to get in touch to see if our staff can help them help their students make better decisions about the future; the Trust has agreed that staff may use an hour of their work time to contribute to this activity.

Everyone can volunteer for Inspiring the Future, and as one of the largest public sector employers, Newcastle Hospitals recognises its responsibility to increase employment opportunities for young people, graduates and a range of disadvantaged groups. We appreciate that our staff can be inspirational to others, and have a wealth of knowledge and experience to share; these insights will hopefully inspire and equip students for the next steps they need to take.

**The benefits**

- Going into schools and colleges can help dispel myths about jobs and professions, and importantly, ensure that young people have a realistic view of the world of work and the routes into it.
- Our staff get the opportunity to practice communication and presentation skills in a different environment. Young people are a receptive, enthusiastic and inquisitive audience; they often ask unexpected questions.
- Getting young people interested in NHS jobs and professions can help develop the talent pool and ensure a skilled workforce in the future.

We would all like to thank you for all of our new volunteers that have joined us. After such a long period of not being able to recruit, a big impact is being seen on the wards of GNCH with a larger spread of volunteers accessing more children than ever before.

We all hope this is going to continue and carry on recruiting as we want to provide better experience for the children. Thank you.

Radio Lollipop and the children
Analysis: Care Quality Commission 2014 national inpatient survey

Nursing staff levels key to patient satisfaction scores

EXCLUSIVE Jo Stephensen
nt@emap.com

Analysis of the latest national survey data has revealed the best and worst trusts for overall nursing care and nurse staffing levels, based on the views of hospital patients.

Nursing Times’ investigation of the 2014 national inpatient survey, published last month by the Care Quality Commission, reveals the top 10 and worst 10 trusts for nursing performance and also for having sufficient nurses on duty (see tables).

The investigation found hospital trusts with “enough nurses” were more likely to do well on overall nursing performance. Nursing Times looked at variations in scores between individual trusts on four key survey questions relating to nursing (see box, right). We added the scores together to
give an overall score out of 10 for nursing care.

The overall nursing score for the vast majority of trusts - more than 91% - remained about the same as last year’s CQC survey. Only 13 trusts - just more than 8% - had scored higher than in 2013, while six trusts - just less than 4% - did worse.

The four questions about nursing care cover staffing levels, patients’ confidence and trust in nurses and questions touching on nurses’ communication and respect for patients.

Out of the four, trusts generally scored lower for the question on whether patients felt there were “enough” nurses on duty. Scores for individual hospitals ranged from 6.2 out of 10 to 9.5 out of 10.

Nursing Times’ analysis suggests those trusts scoring highly when it came to patients’ perceptions of staffing were more likely to achieve the highest overall scores for nursing care, while those with low staffing scores were more likely to do less well overall.

Five out of the bottom 10 trusts for nurse staffing also featured in the bottom 10 for overall nursing performance. However, Medway Foundation Trust, which was in the bottom three for staffing levels was just nudged out of the bottom 10 overall.

Seven out of the top 10 trusts for staffing were also in the top 10 for overall nursing performance.

**BEST OVERALL SCORE FOR NURSING**

<table>
<thead>
<tr>
<th>Trust</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Queen Victoria Hospital FT</td>
<td>9.34</td>
</tr>
<tr>
<td>Liverpool Heart and Chest Hospital FT</td>
<td>9.28</td>
</tr>
<tr>
<td>Papworth Hospital FT</td>
<td>9.24</td>
</tr>
<tr>
<td>Royal National Hospital for Rheumatic Diseases</td>
<td>9.24</td>
</tr>
<tr>
<td>The Royal Marsden FT</td>
<td>9.19</td>
</tr>
<tr>
<td>Royal Brompton and Harefield FT</td>
<td>9.01</td>
</tr>
<tr>
<td>The Christie FT</td>
<td>9.01</td>
</tr>
<tr>
<td>Birmingham Women’s FT</td>
<td>8.95</td>
</tr>
<tr>
<td>The Walton Centre FT</td>
<td>8.91</td>
</tr>
<tr>
<td><strong>Newcastle upon Tyne Hospitals FT</strong></td>
<td><strong>8.85</strong></td>
</tr>
</tbody>
</table>

**WORST OVERALL SCORE FOR NURSING**

<table>
<thead>
<tr>
<th>Trust</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lancashire Teaching Hospitals FT</td>
<td>7.88</td>
</tr>
<tr>
<td>North West London Hospitals Trust</td>
<td>7.88</td>
</tr>
<tr>
<td>Barts Health Trust</td>
<td>7.85</td>
</tr>
<tr>
<td>West Middlesex University Hospital Trust</td>
<td>7.84</td>
</tr>
<tr>
<td>North Bristol Trust</td>
<td>7.73</td>
</tr>
<tr>
<td>Barking, Havering and Redbridge University Hospitals Trust</td>
<td>7.7</td>
</tr>
<tr>
<td>Lewisham and Greenwich Trust</td>
<td>7.61</td>
</tr>
<tr>
<td>North Middlesex University Hospital Trust</td>
<td>7.49</td>
</tr>
<tr>
<td>Croydon Health Services Trust</td>
<td>7.43</td>
</tr>
<tr>
<td>Ealing Hospital Trust</td>
<td>7.42</td>
</tr>
</tbody>
</table>

Robert Francis QC

“It’s a problem about culture and the system”

Robert Francis QC

Review of the Year 2015 | 147
Equality, Diversity and Human Rights

Equality rests at the heart of what we believe about the NHS; it helps us to put patients at the heart of all we do and to remove barriers that could prevent patients getting the best from our services. The Trust is committed to equality for all, both our patients and our workforce to ensure we respond to people as individuals whatever the context of our interaction with them.

Meeting Individual Needs

The Trust is supported in Equality, Diversity and Human Rights (EDHR) work by the EDHR Working Group. Third sector and voluntary organisations representing people across the protected characteristics join with hospital staff to find ways of continuously improving our services.

In terms of Patient focused work the group has collated evidence of what people say about their needs and the best ways to meet them. This has been summarised into a fold-out business card size information resource which is given to all staff at induction. It identifies one key fact, one action to support patient care and one support agency that works to meet the needs of people with protected characteristics.
One of the themes that arose from this work was social isolation and loneliness. The Trust raised awareness of support available to people who are lonely during the Christmas period and the Equality Diversity and Human Rights working group is now linking with local organisations to enable the Trust to contribute to preventing social isolation.

The Trust has developed a robust Equality Analysis process to ensure that the needs of people with a protected characteristic are identified and addressed at all levels of the business. Through this process changes have been made to policy and practice, for example:

- Because of social attitudes to lesbian, gay, bisexual and transgender (LGBT) people there is a higher rate of self harm than in the general population. Links to LGBT support services were therefore included within the Overdose and Poisoning policy.
- The Patients Property Policy & Procedure now includes reference to valuables with a religious significance and advice about the removal of these before surgery.
- The Procurement of Medical Devices policy highlights the need for contractors to comply with the Equality Act and Public Sector Duties as prescribed within the Act.

Local research alongside national reports demonstrates that men are less likely than women to access health services and therefore receive delayed treatment. One of the Trust's responses to this has been to facilitate work on International Men's Day (IMD) in Newcastle. The theme for 2014 was “Working Together for Men and Boys” and in Newcastle the focus was on men's health and wellbeing. Men in a socially deprived area of the city were asked 3 questions about their health and given a link to NHS Choices on the back of the word cloud below.

For example in relation to Young Carers:

<table>
<thead>
<tr>
<th>FACT</th>
<th>ACTION</th>
<th>SUPPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Young carers are often ‘invisible’ and their needs are neglected.</td>
<td>When working with adults with complex needs/mental health problems/physical and/or learning disabilities/substance misuse issues, ask whether they have any children living at home. If so, whether the child/young person has caring responsibilities.</td>
<td>Barnardo’s Young Carers, Newcastle, tel: 0191 2841905 <a href="http://www.barnardos.org.uk/barnardos-young-carers-newcastle/service-view.htm?id=175874780">http://www.barnardos.org.uk/barnardos-young-carers-newcastle/service-view.htm?id=175874780</a></td>
</tr>
</tbody>
</table>

Equality lies at the heart of what we believe about the NHS; it helps us to put patients at the heart of all we do.
Supporting a fair and diverse workforce

The Trust actively promotes equality of opportunity and values a diverse and inclusive workforce. It is our aim to be the NHS ‘employer of choice’ where all staff share our core values, passion and a commitment to make a difference.

The Trust is committed to providing an inclusive and welcoming environment, by placing a real value on diversity and recognising that ‘together’ we make a difference. Building on the equality and diversity branding developed last year, we have given particular focus to our efforts in actively developing and promoting this agenda.

Our staff are passionate about an NHS with patients at its heart, care about working in an NHS which is fair and accessible to all, and believe that diverse workplaces make us better.
Development of Staff Networks

We have established a number of staff network groups to help develop and promote a work environment in which staffs feel supported and valued, to provide a forum for discussion and debate and act as a driving force to promote continuous practice improvement. The Network groups are:

- Black, Asian and Minority Ethnic
- Lesbian, Gay, Bisexual and Transgender
- Disability

NHS Equality and Diversity Week

The annual NHS Equality and Diversity Week is a national platform to celebrate diversity and best practice across the NHS. During our local NHS Equality and Diversity Week we ran events and activities designed to engage with staff, raise awareness and promote the positive impact valuing diversity has for staff and patients.

We also used the week to promote the NHS Employers ‘Personal, Fair and Diverse’ (PFD) campaign and encouraged staff to become part of a national network of champions who are committed to taking action, however small, to create a personal, fair and diverse NHS.

Our staff are passionate about an NHS with patients at its heart, care about working in an NHS which is fair and accessible to all, and believe that diverse workplaces make us better.

Improved position in the Stonewall Workplace Equality Index

To benchmark our efforts to enhance the experience of LGBT staff, an application was made in 2014 for entry to the definitive Stonewall Workplace Equality Index. Following very informative and constructive feedback from Stonewall, the Trust gained a better insight into what ‘good’ looks like in terms of the LGBT experience for staff. An action plan was put in place and the Trust improved its position in the Index in 2015. Our staff participation rate in the Stonewall staff survey was exceptional and the findings have provided an invaluable source of information to enable the Trust to focus on key areas to address in 2015.

Project Choice helped young people with Learning disabilities gain employment

We recognise that positive action can help to remove barriers to employment and proactively address the under-representation of disabled staff in employment. Project Choice supports this aim by providing opportunities that not only support those with learning difficulties, disabilities or autism to become positive role models, but allow them to actively contribute and feel valued for what they achieve. The project has had fantastic results with 76% of all applicants having transitioned into employment. We are also very proud to have received local and national recognition for what is an exceptional project.
Support for the armed forces

The Trust is proud to work with the Armed Forces and has supported Reservists for a number of years, in the belief that this provides mutual benefit to both the individual and to the Trust.

We believe that the knowledge and skills the reservists acquire during their training and deployment is invaluable to the trust and enhances existing services.

From the international war zone

By Craig Thompson
Health reporter

ARMY reservist NHS workers who have saved lives in war zones across the world are now saving lives in Tyneside.

Newcastle’s Royal Victoria Infirmary is transferring the skills and experiences of armed forces personnel from war torn countries to their hospital wards.

In recognition of their efforts in employing reservists and former veterans, the hospital has now received a national award.

One consultant at the RVI, who spent time as a reservist in Afghanistan, has helped introduce a new emergency blood-carrying service to the region, which has already saved a number of lives.

Others have found the skills picked up in their military positions are helping them provide better care in their day-to-day jobs.

Dr. Greta Pells has juggled her day job in Emergency Medicine at the RVI with her reservist post for the past three years.

She said: “You don’t just improve in your clinical practice, but also in the way you manage people, in the way you build professional relationships.

“I have found it an invaluable experience and the Trust has been incredibly supportive.”

The Newcastle Hospitals, the only trust in the North East with a dedicated ‘reservists policy’, has now been awarded the Bronze Award by the Defence Employer Recognition Scheme.

Dee Fawcett, director of Human Resources, said: “We are incredibly lucky to be in a position to use the invaluable, transferable skills the reservists have acquired between their military and NHS roles.

“Indeed, some of our flagship services have seen the introduction of life-saving approaches to healthcare such as the new ‘Blood on Board’ service which was pioneered at the RVI’s Great North Trauma and Emergency Centre.”

The Trust has also been working with the Armed Forces Civilian Transition Partnership to introduce a work placement scheme.

Sir Leonard Fenwick, chief executive, said: “We are very proud of our staff who fly the flag for reservists working in the NHS. These are highly committed individuals who bring a wealth of skills, knowledge and experience from their military experiences.”

“Those who work in clinical positions are required to work under immense pressure, making swift, potentially life-changing decisions, and thus the training they acquire under such circumstances is invaluable for our Trust. Others support essential operational functions such as construction, maintenance and communications – equally as important in both military and civilian domains.”
Our support is demonstrated in a number of ways:

- We are a member of the Newcastle Armed Forces Forum which provides an opportunity for members of the armed forces community and service providers to raise and resolve issues, share best practice and information.
- We positively encourage the recruitment of armed forces personnel, support and enable the local reserve forces to promote their services in the Trust.
- We have a specific training and mobilisation policy which sets out entitlements, training and mobilisation arrangements. We are committed to facilitating deployment and on-going training for reservists.
- We endorse the North East Armed Forces Community Covenant which compliments the principles of the Armed Forces Covenant, a voluntary statement of mutual support between a civilian community and its local armed forces community at local level.

As a result of this work, the Trust has been recognised as exemplar by NHS Employers and used as a role model for best practice. We shall continue to work with our Armed Forces networks to support those leaving regular service into civilian work and benefit from the skills and experience they bring.

In 2015 the Trust has also been rewarded and recognised by the Ministry of Defence for its support and commitment through receiving the Employer Recognition Scheme Bronze Award. This recognises those employers who pledge support and demonstrate their commitment to the Armed Forces and take a positive stance towards existing or prospective employees who are members of the armed forces community.

Editorial from THE CHRONICLE

to the Newcastle hospital ward

Case study: Blood on Board

Reservist and RVI consultant Dr Rachel Hawes has used the skills she gained in Afghanistan to create a life serving service for the North East. Thanks to Dr Hawes, blood transfusions are now being given “on-scene” to patients left critically injured in road accidents.

The Blood on Board service, devised Dr Hawes and emergency specialists at the Newcastle Hospitals’ Major Trauma Centre, was introduced in the North East and Cumbria earlier this year.

Northumbria Blood Bikes and Cumbria Blood Bikes, also charities, have stepped forward to facilitate the service by delivering blood from the hospital to the air ambulance on a daily basis, 365 days a year.

“Blood on Board” means that, for the first time, life-saving treatment can commence where the patient is injured, whether on a road-side, on a hill-top or in a remote community, rather than having to wait until they arrive at the Emergency Department.

Dr Hawes, consultant in anaesthesia and pre-hospital emergency medicine at the Royal Victoria Infirmary, also works as an emergency doctor with GNAAS, and has over 15 years experience as an Officer in the Territorial Army.

During her deployment in Afghanistan she saw military helicopters deliver blood transfusion supplies directly to the scene of severely injured patients.

She recognised the potential of applying this in the NHS and headed up the “Blood on Board” project in the North East and Cumbria alongside GNAAS, and Northumbria and Cumbria Blood Bikes.

She said: “Replacing major blood loss for critically injured patients as quickly as possible is vital. “Emergency doctors and paramedics working with GNAAS are specially trained and extremely experienced at stabilising patients at the scene of an accident prior to transferring them to the nearest Major Trauma Centre. For trauma patients, this often then means an immediate blood transfusion which can be lifesaving.

“We’re very proud this service is now running across the North East and Cumbria and it has already saved a number of lives.”

Case study

Theresa Carroll, works in Emergency Nursing at the Great North Trauma and Emergency Centre at the RVI. She explains why she loves working with the armed forces:

“I joined the reserves at 103 Fd Sqn Royal Engineers in Debdon Gardens, Heaton, to try out military life with the intention of joining the Regular Army.

“Originally, I trained to become a Class 1 Combat Engineer, a role which involves bridge building, explosive demolition, mine warfare and infrastructure support to the RAF. I did this for 12 years then retrained to become a Combat Medical Technician in the same unit and have since rebadged Royal Army Medical Corps.

“Having a background in healthcare, I provide health promotion and first line medical care for my unit and soldiers from other units we train with and have done so for the past seven years.

“I was awarded the Lord Lieutenant certificate in 2012 for loyal and meritorious service and the Voluntary Reserve Service Medal in 2006 for continuous service.

“Personally, I love being in the reserves. I get to meet and train with people from various backgrounds and nationalities. It offer great opportunities for foreign travel and I have been on exercise all over the UK, Germany, Cyprus and worked alongside the National Guard in South Dakota USA.

“It also provides a great physical challenge outside of the normal scope of civilian life. I’m proud to be a member of the Armed Forces and train to serve my country and the camaraderie is second to none.

“I chose not to join the Regular Army as I feel I get the best of both combining the excellent opportunities the reserves offer me and a very fulfilling role as an Emergency Nurse.

“Since joining the reserves I met my husband, who is also serving, and had two children without a break in service. I have a busy lifestyle managing a family, life in the reserves and a very fulfilling role as an Emergency Nurse. I could not do this without the tremendous support of the Trust.”

Editorial from THE CHRONICLE
Newcastle Hospitals continues to be highly 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 its staff.

Project Choice supports this aim by providing opportunities that not only support those with learning difficulties, disabilities or autism to become positive role models, but enables them to actively contribute and feel valued for what they achieve. The Project not only equips students with work-based transferable skills enabling them to be work-ready after completion of an academic year but also provides an NOCN in Employability Skills. The Trust recognises that positive action can help to remove barriers to employment and proactively addresses the under-representation of disabled staff in employment.

The project is structured to offer experience to students of various ages:

**Stage 1** provides young adults aged 16-19 who are still in a school setting with half a day work experience per week in 6 week blocks. This provides participants with a taste of work and assists them to make informed decisions about the types of work that suits their skills and what they may like to do in the future. 140 students have benefitted from this stage to date.

**Stage 2** provides young adults aged 16-24 with an internship programme spanning an academic year. Students complete 3 placement, whilst completing their qualification. 33 internships have been provided to date.

Now in its 4th year, the project has had fantastic results with 76% of all applicants having transitioned into employment, (this is exceptional when compared to a national average of 7% of people with a learning disability being in employment); 68% of those who have gained employment have secured employment within the Trust. The remaining Project Choice participants have transitioned either into further education programmes or further supported work experience, with a view to becoming work ready in the near future.

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.

The Trust's support and commitment to the project continues to grow; active support is evident within with 26 departments and we also have 162 trained mentors.

We are delighted that Project Choice has been recognised locally and nationally by a variety of awarding bodies receiving the following prestigious awards;

- Winner of the 'People Development Award' at the annual CIPD People Management Awards 2015
- Shortlisted for the ‘Community Impact Award’ ENEI (Employers network for Equality and Inclusion) 2015 - result to be announced in July
- A Project Choice student won the ‘Learning for work Award’ NIACE (National Institute for Adults Continuing Education) 2015
- Winner of the ‘Diversity and Inclusion in the Workplace’ Award at the annual CIPD People Management Awards 2014
- A highly commended award ‘Diversity and Inclusion’ ENEI, 2014
- Gold award for the Best Public Sector Programme at the National Training Journal Awards 2013
- Gold award in the Best Mentoring Programme category in recognition of the support given by Trust mentors to the young people 2013.

In September 2015, our 4th cohort of 14 interns will be welcomed into the Trust. Both students and staff involved in the Project consider the experience to be invaluable:

"I love my job, I really feel like I am an adult now, my mentors are so patient" Intern

"Learning work skills through Project Choice made me feel I could do something and do it well, I never had that feeling at school. I really enjoy coming to work and earning my own money" Intern

"The students really add a certain magic to the department, we really enjoy supporting them – it really does boost morale." Mentor

"This project makes a huge difference not only to the students’ lives but that of the wider family. It has brought my daughter great happiness and we are thrilled for her" Parent of Intern
Case Study

Following their internship three interns from the 2014/15 intake have been offered substantive employment within the Outpatients and Medical Records Departments. Hannah said of being on Project Choice “When I started the course I was nervous, now I am feeling like a new person.” Joe commented on his experience by saying “My greatest achievement has been being offered a permanent job in the NHS. This is something I am really proud of.” Both of these interns worked in the Main Outpatients department for their entire Project Choice journey, rotating between the RVI and the Freeman Hospital working with different members of staff which has really built up their confidence and their ability to adapt to change.

Sean impressed his colleagues so much they did not want him to leave; they were keen to help him learn more about the department, Sean said “I could not have asked for better support, my mentors have been amazing.”

All three interns would not have made such great progress without the fantastic support and patience from mentors and manager within these departments at NUTH. Staff wanted them to succeed and provided the help and support necessary through mentoring each student.

Gordon Elder Outpatients and Medical Records Manager said – “Project Choice has been a huge success within our department and we have been very fortunate to have mentored three fantastic young people. Staff within Outpatients and Medical Records have adopted the scheme wholeheartedly and ensured that our students have gained valuable experience in the workplace. We are all very proud of the success of Project Choice but more importantly the success of Joe, Hannah and Sean and the great contribution they have made to our department. We look forward to continuing to work with them and wish them well as they embark on their new careers within Newcastle upon Tyne Hospitals.”

Staff within outpatients added; “The whole experience with project choice has been a very positive and successful one, it has changed the dynamics within the departments, enhanced and developed the skills of not just the mentors but all the staff who work alongside the interns”. “Everyone is really proud that we have been able to play a part in their future careers with Newcastle upon Tyne Hospitals”.

“It has been just the best experience that I have ever had. I was asked to attend their graduation and I was very proud of them all and did shed a few tears”!

“It has been a privilege to work with dedicated, enthusiastic and professional young people, to play a part in their coaching and development and watching them increase in confidence and become part of our team has been a real joy”.

“The students worked exceptionally hard in their placements I was so proud when the students gained employment”.

“I was asked if I was interested in being a mentor for the Project I was interested but a little nervous but my communication skills have improved and the students have taught me to be more understanding and see people as individuals. I feel extremely privileged to have been part of their development. They are dedicated and enthusiastic members of the team”.

PHOTOS: FROM SOURCE
Education and Workforce Development
We take great pride in the fact that all we do is aligned to delivering high class patient care and set out the highlights most recent of our activity which serve to illustrate the Trusts on-going commitment to invest in the development of its workforce.

One of our key workforce objectives is to strengthen the Trust's value and reputation as a leading teaching hospital and as a centre for excellence in providing high quality education and training. The multitude of education and learning opportunities we offer form part of our employment package which helps us attract the very best practitioners, nationally and internationally. Our learners have full access to exceptional Library and Knowledge Management services which are fully utilised.

**Statutory and Mandatory Training**

Great progress has been made in the ways in which we design, deliver, record and monitor this important activity, and we continue to work collaboratively with our stakeholders to improve systems and processes and our engagement activity. Key developments include:

- The implementation of National Early Warning Scores (NEWS) training resulting in 99% of targeted staff trained by the end of March 2015.
- Commencement of a review of resuscitation training and additional investment resulted in an increase in our compliance rate.
- A revised Corporate Induction programme which accommodates increased numbers of staff
- Embarking on a large scale change project to enable the transition to a new learning management system.

**Developing our Leaders**

We recognise the need for NHS to have leaders with the ability to overcome demands resulting from a changing demography and an increasingly complex health care delivery system. We seek to develop leaders that can create conditions for delivering safe, integrated and compassionate care, and patient centred leadership development remains a key workforce objective to build capacity and competence for now and the future.

We continue to actively participate in NHS programmes including the Graduate Management Training Scheme, and work with the North East Leadership Academy and also develop our own leadership community within the Trust to create the conditions in which responsibility, authority and decision-making can be distributed. We focus on professional leadership behaviours to help those in leadership positions to embrace their responsibility for valuing, engaging and supporting staff to achieve the Trust's strategic goals.

**Key achievements during the last year:**

- **Postgraduate Clinical Leadership Certificate (Strategic Leadership including the ILM 7 Strategic Leadership Award)** - a joint programme between NuTH and Newcastle University supporting inter-professional development of senior staff.
- **A bespoke Leadership & Service Improvement Programme for Doctors in Training** - an internally accredited programme for Foundation Doctors run by the Medical Education, Staff Development and Service Improvement Teams.
- **Clinical Educators’ Development Programme** - a new, internally accredited, development programme for Clinical & Practice Development Educators.
- **NuTH Leadership Alumni Network** - launched in the Autumn of 2014 by Sir Leonard Fenwick. The Network has been established to support the ongoing leadership development of staff who have either completed leadership development programmes or who are interested in developing their leadership skills.
- **‘Enhancing the Patient Experience by Managing our People’** - a new programme developed to support managers to refresh and/or develop management skills to help them get the best out of their staff.
- **Service Improvement ILM Level 5 Certificate** - a new programme specifically designed for workforce bands 1-4, the objective of which is to enable staff to understand their contribution to the service improvement.
- **Establishing a leadership pathway, providing Leadership and Team Skills (ILM 2 Award)** for new or aspiring leaders in care, developing practice and Leadership capabilities (ILM 3 Award) for those with supervisory and/or managerial responsibilities, and for practising managers with responsibility for managing organisational, team and individual performance (ILM 5 Award).

**Medical Education**

We are proud of our innovation and engagement in the delivery of medical education. As a leading teaching hospital we continue to offer high quality training to around 700 trainee doctors, 170 Trust doctors and 500 medical students in a wide range of clinical programmes.

As a leading teaching hospital we continue to offer high quality training to around 700 trainee doctors, 170 Trust doctors and 500 medical students in a wide range of clinical programmes.
doctors and 500 medical students in a wide range of clinical programmes.

The medical education team oversees the quality assurance process for 71 specialty programmes and we are very encouraged to see the improvement year on year in the data from the GMC trainee survey, and our Quality Assurance process has again been commended by Health Education North East (HENE). This is a key priority as through delivering programmes which meet the needs of our patients, services, students, trainees and commissioners, as well as satisfying the requirements of many Royal Colleges, we continue to secure high quality trainees each year.

The Trust continues to face significant challenges in maintaining the highest quality in medical education, not least due to the alteration in national funding arrangements for both Undergraduate and Postgraduate training. Newcastle Hospitals has felt a considerable impact due to loss of resources, and it is vital that a cohesive and national strategy is developed to underpin a sustainable financial model to support high quality medical education. The Trust remains committed to working with its partners to achieve this.

**Key developments include:**

- Introducing Teaching Fellows: 10 Teaching Fellow posts were created to support with delivery of teaching in addition to helping with service pressures. All Teaching Fellows are given the opportunity to complete the Postgraduate Certificate in Medical Education, funded by the Trust. The Fellows have been instrumental in enabling the improved quality of tutorial facilitation during the Stage 4 CSIM2 course for medical students.
- The introduction of the ‘Newcastle Surgical Rotation’ (NSR). Launched in August 2014 this innovative programme has been developed to mirror core surgical training and has attracted a number of doctors from outside the region. The programme is due to expand from 18 to 24 posts in 2015 due to its success and growing reputation.
- Support for Specialist and Associate Specialist Doctors (SAS) - The Trust Education Group approved an educational plan to raise the profile of SAS doctors, identify opportunities within the Trust and provide personal development events specifically tailored to the needs of this staff group. This included the appointment of an SAS doctor to a tutor role.
- CSIM2 and CPTP – Undergraduate programmes designed to introduce students to clinical problem solving. Key to success is the ability to guide and support students through novel teaching and learning experiences. This year saw the introduction of senior group tutors and enhanced facilitation of small group work. This required a substantial commitment from the Trust but proved to be worthwhile as key performance indicators improved across the board with 99.7% pass rate in a validated assessment and outstanding feedback on all course elements.
- The Medical Education team continues to be active in developing and promoting good practice through research presentations. They presented a poster at a national conference regarding the work on feedback for Educational Supervisors and have three presentations highlighting our educational activity accepted for the Association of Medical Education conference in July 2015 and one for the International Medical Education conference in September 2015.

**Newcastle Surgical Training Centre (NSTC)**

Based at Freeman Hospital, the Newcastle Surgical Training Centre is committed to enabling surgeons to achieve and maintain the standards of surgical practice. Effective working across relevant professional groups is essential to the delivery of high quality healthcare education and training and therefore patient safety. The centre is a state of the art cadaveric facility internationally recognised as a centre of excellence. Our portfolio of courses increases year on year and we currently deliver over 140 professional surgical training programmes.

We continue to collaborate with industry and external agencies and are uniquely positioned to expand upon education given the excellent interaction with established leaders for professional development. Our key achievements include:

- The commissioning by HENE of an Obstetric and Gynaecology regional programme which will commence as a pilot year in September 2015.
- The first British Association of Urological Surgeons (BAUS) approved robotic cadaveric training in Urology.
- Newcastle Endoscopy Training Centre providing higher surgical training opportunities and mandated courses for colorectal and gastroenterologists.
- Development of minor surgery skills courses for GPs designed to build confidence and consolidate skills of GPs who regularly perform minor surgery.
Following the Trust becoming a nationally designated Major Trauma Centre in 2012, the NSTC now offers a Trauma course with a dedicated training team which includes both Military and Trust Consultant staff.

**Developing the Wider Workforce**

175 staff started or completed a vocational qualification with us this year. Retention and achievement for the current year remains at 100% which is a fantastic achievement. Other key achievements:

- **Principles of Business and Administration** – a new programme launched in early 2014 for administrative and clerical staff which provides an opportunity for progression not readily available via the NVQ route. Its success has enabled some students to achieve career promotion with the Trust, and we are delighted to support ‘home grown’ talent progress internally.

- **Assistant Practitioner Role** - the Trust has supported around 70 staff to undertake a Foundation Degree in Healthcare at Teesside University. On completion our staff progress from a Band 3 Healthcare Assistant to a Band 4 Assistant Practitioner.

- **Bridges to Learning Project** – this year the project has supported the development of functional skills Maths and English in our support workforce. This has enabled 78 staff to receive a nationally recognised qualification and has also resulted in staff gaining promotion or embarking on further and higher education programmes.

- **Apprenticeships** – the Trust is developing proposals to implement a Newcastle Hospitals programme later this year.

The Trust has strong track record in Preceptorship and Nurse Practice Development, and continues to develop and expand its internal programmes to support newly registered practitioners to develop their confidence, refine their skills, values and behaviours and enable them to continue with their learning journey. We continue to meet the requirements of the Nursing and Midwifery Council (NMC) and Health Professionals Council (HPC) in ensuring all pre-registration learners are supported by an appropriately trained registrant, a Mentor or Educator, and our placement experiences receive very positive feedback.

**Health Care Academy**

Our trailblazing Academy provides Health Care Assistants (HCA) new to the organisation with a comprehensive training programme before they go to work on the wards. It is underpinned by a structured education programme directed by the National Minimum Standards and Code of Conduct for Healthcare Support Workers. Attendance on the Academy programme is followed by six months of support while staffs work in their clinical areas.

The first Academy was launched in October 2013 and to date over 200 staff have attended. Many of our HCAs have continued with further career development within the Trust including becoming Assistant Practitioner, Critical Care Practitioner and Trainee Dental Nursing and the programme has demonstrated its success in developing and supporting talent to provide high quality, compassionate care.

**Clinical Academies**

As host for the NIHR Local Clinical Research Network for North East and Cumbria, and with our own well established reputation for research and innovation, the Trust continually seeks to develop a body of staff who can undertake and lead clinical research innovation and development.

**Continuing Workforce Development**

During the year there were 73,719 individual e learning module completions, an outstanding volume of online learning. We also provide a wide range of educational and training programmes and services, ranging from advanced life support, to research to IT clinical systems training.

The IT Training Team are responsible for the delivery of an extensive range of clinical systems and applications training and we are forging ahead with a strategy for greater blended learning which serves to minimise the amount of time spent in classrooms by transferring much of the theoretical elements of a subject onto an online module, enabling the classroom element to be used as a practical demonstration of competency.

**Simulation**

Simulation training continues to build its capacity within the Trust and we are expanding our strong profile of courses across the whole of the workforce. Streamlining our processes has enabled a more robust approach to simulation and human factors training, increasing the emphasis on patient safety.

**Key achievements:**

- The successful implementation of a region-wide training programme for trainees to access the Simbionix, endovascular simulator has proved successful, and is becoming established across the region with trainees being given the opportunity to access further simulation training out of hours.

- Developed and delivered a successful joint training programme for ECG training to Nursing and Health care staff working in GP practices; this initiative will continue.

- Two bids were successfully submitted to HENE ensuring we build on current resources and create a substantial portfolio of simulation equipment.

- Human Factors (HF) or non-technical skills training is an essential part of training which is now embedded in the simulation training sessions that we run to enable participants to understand how HF can help them practice safely.

**Collaborative and partnership working – Learning Together**

We continue to seek opportunities for joint working and collaboration with colleagues in Primary Care, Higher Education Institutes and the Deanery to ensure effective utilisation of resources, an integrated approach to service and education commissioning, and to ensure that research and innovation is reflected in training provision.

We have presented a programme of GP Education events to provide inter-professional education across primary and secondary care boundaries, and brought GPs from across the region together to work and learn, build relationships and share best practice. The programme was informed by GPs and comprised key topics and specialties they wished to gain more knowledge and understanding of. Our Trust Consultants delivered the interactive sessions and these were very highly evaluated.

Due to the success of this programme, we will expand the content and embark on a road show across the region to continue to share knowledge.

Over the last year we have also strengthened our relationship with the two local universities to further explore opportunities to develop commercial education programmes and share best practice.

**Celebrating Success**

We try to ensure we celebrate the achievements of our learners and this year this has included our staff showcasing their results at presentation and poster events post programme, at regional and national events and via in house events including the, Nursing and Midwifery conference, the Education Practice Development conference, the Training for Excellence in Medical Education conference and the celebration of Success Awards, held twice again this year.

**Congratulations to all for their hard work and achievement!**

Emma Shipley

Head of Education and Workforce Development

Review of the Year 2014/15 159
Fourteen of the City's schools were presented with special plaques by Dr Dawn Scott, Consultant in Public Health, Newcastle City Council for being the first schools in the area to achieve Newcastle Healthy School Plus. The schools have demonstrated how they have helped to change pupil health behaviour and impact on children's health and wellbeing. A wide range of work has been carried out by schools to improve children's health such as, increasing the amount of fruit and vegetables they eat each day, or the amount of exercise they take, and increasing those that live in a smoke free home.

Another twenty one schools were also presented with certificates recognising their achievement of Newcastle Healthy School Status.

The audience were treated to performances by pupils from eight schools, showcasing different aspects of their health promoting work with children. Chillingham Road Primary School pupils presented their ‘Improving Play Times’ project, with children trained as play leaders supporting their peers to play together. Benfield School students shared their plans to improve the whole lunchtime experience, whilst Throckley Primary School shared their film and campaign to improve road safety outside their school. Children from St Paul’s CE Primary School wowed the audience with a demonstration of their Five a Day themed song about eating more fruit and vegetables to the tune of YMCA, with pupils from St John's Primary in Benwell showing their creative skills to encourage other children to get more active in the playground with games they had designed. Eco Warriors was the theme of the presentation by pupils from St Cuthbert's Catholic High School who described their work to become environmentally ‘greener’. Pupils at Westgate Hill Primary School enthusiastically showcased their film about growing food and Tyneview Primary used poetry and song to put across their messages about keeping healthy.

The Newcastle Healthy School Programme is coordinated by the health improvement team which is part of Newcastle upon Tyne Hospitals NHS Foundation Trust. It recognises schools who have met rigorous quality standards to promote healthy lifestyles to their pupils. Healthy Schools Plus requires schools to undertake a series of longer term activities to show how they have changed a health behaviour in pupils.

Consultant in Public Health for Newcastle Dr. Dawn Scott confirms; “I am delighted that so many schools continue to address pupil health and wellbeing as a priority. We know that healthier children do better in learning and in life, and schools can make a real difference in making our children healthier. Importantly, this learning and early behaviour change creates a positive platform for better health in later life. I am particularly pleased to be able to see the impact that schools efforts have made on changing children’s health behaviour. Schools continue to take health improvement messages and make learning fun and informative. Some outstanding progress has been seen.”

Judith MacMorran, Senior Health Improvement Specialist for Newcastle Hospitals Community Health added, “The Newcastle Healthy School Programme recognises the excellent practice that is evident in many local schools to improve pupil wellbeing and health behaviour. It is a quality mark which schools should rightly be proud of.”
The Organisation
About NHS Foundation Trusts

NHS Foundation Trusts are at the heart of a healthcare system which is responsive both to the needs of the patient and the wishes of the local community. They have significant freedoms. While they remain public institutions, NHS Foundation Trusts are not subject to direction by the Secretary of State or the performance management requirements of the Department of Health. They set their own strategies and make their own decisions within the framework of their contracts with their commissioners. They have an independent Council of Governors which appoints the Chairman and other Non-Executive Directors, and which also approves the appointment of the Chief Executive. They can borrow commercially, retain surpluses and invest to serve local needs.
A successful NHS Foundation Trust has considerable latitude to exercise its freedoms

These freedoms create a significant opportunity to continue to reshape and improve the delivery of healthcare in England. NHS Foundation Trusts can invest in new patient care facilities, enter partnerships with other providers to improve care pathways, or develop long term care facilities. They can form partnerships with the private sector, alliances with other hospitals or specialise in selected services. They can acquire or merge with other service providers. They can also innovate and bring to England models of care that have worked in other countries. They can set local targets in consultation with their members or in contracts with commissioners. In all of these areas, NHS Foundation Trusts are free to determine how they can most effectively improve patient services through innovation, investment and engagement locally with key stakeholders.

These freedoms also carry important responsibilities. The Board of Directors of each NHS Foundation Trust is accountable for its success or failure. They must ensure that their Trust operates effectively, efficiently and economically. While NHS Foundation Trusts can retain surpluses, they can also fail. Indeed, 2014/15 saw a number of FTs fall into “special measures”, often in consequence of financial shortcomings.

Monitor’s Risk Assessment Framework is designed to enable NHS foundation trusts to innovate, respond to local wishes and provide better healthcare. Monitor seeks to maintain an environment conducive to innovation by focusing on providing a regulatory platform that ensures NHS Foundation Trusts maintain their viability: staying solvent, governing themselves effectively within their Constitution, engaging with patients, service users and commissioners, providing all the services that they are required to deliver by law, and complying with the other conditions set out in their Licence.

A successful NHS Foundation Trust has considerable latitude to exercise its freedoms. Financially secure NHS Foundation Trusts have an increased ability to borrow. Monitor does not involve itself in determining healthcare strategy or operational policies in NHS Foundation Trusts.

Monitor takes a proportionate regulatory approach. For successful and well governed NHS Foundation Trusts, the regulatory regime requires very limited generation of additional information and only infrequent contact with Monitor. However, where NHS Foundation Trusts are experiencing major financial or service problems, oversight is more intensive and Monitor can intervene rapidly to ensure that services to patients are safeguarded.

Enforcing the licence

Monitor has a range of powers to ensure that providers comply with their licence conditions. These powers include being able to ask providers to set out how they will go about addressing areas that did not comply, and allow Monitor to take action when providers fail to meet their licence conditions. Monitor can step in to NHS Foundation Trusts and remove the Chairman, Chief Executive or entire Board in extreme circumstances.

Licensing providers

Monitor’s main duty is to protect and promote the interests of people who use health care services.

It does this by promoting the provision of health care services which is effective, efficient and economic, and maintains or improves the quality of services. The NHS provider licence is the main tool for regulating providers of NHS services.

The licence contains obligations for providers of NHS services that allow Monitor to:

- set prices for NHS-funded care in partnership with NHS England
- enable integrated care
- safeguard choice and prevent anti-competitive behaviour which is against the interests of patients
- support commissioners to protect essential health services for patients if a provider gets into financial difficulties
- oversee the way that NHS Foundation Trusts are governed.

The Health and Social Care Act 2012 requires everyone who provides an NHS health care service to hold a licence unless they are exempt under regulations made by the Department of Health. Foundation Trusts were automatically licensed from 1st April 2013. All other providers were required to apply for a licence from April 2014.
The Governors of the Trust have the specific role, both as individuals and as the full Council of Governors, to hold the Board of Directors to account through the Non-Executive Directors for its planning and delivery of patient services and for maintaining financial strength and organisational sustainability.

Not only do Governors bring their own skills and experience to this role but, in the process of fulfilling their responsibilities, they are informed by the views and opinions of the Trust members whom they represent. The Governors are, then, able to assist the Executive through contributing to strategic thinking, advice and through monitoring of service delivery.

Carrying out such a role requires an understanding of a complex and sophisticated business, the commitment to its purpose and core values and time and energy. The Governors’ Working Groups exist to enable Governors to carry out this role.

The Governors’ Working Groups

All elected Governors may be members of a Working Group, of which there are four:

- Business Development Group
- Quality of Patient Experience Group
- Community Engagement and Membership Group
- Nominations Committee (Staff Governors may not sit on this committee)

The Business Development Group

The aim and objectives of this Group focus on ensuring that the Board takes appropriate action on direction, purpose and financial strength to maintain future sustainability.

The scope of its work covers the scrutiny of operational issues by means of contribution to the strategic three year business plan, monitoring of the achievement of the previous year’s operational plan and communication of plan priorities to Members and gaining views for future plans, along with scrutiny of financial performance reports, examination of the final accounts and receipt of the external auditors’ management letter.

This Group also holds the statutory responsibility of recommending to the Council of Governors the appointment or removal of the external auditor, which it carries out in full, along with the Chairman of the Trust’s Audit Committee.

The Quality of Patient Experience Group

The aim and objectives of this Group centre around ensuring that the Board maintains the highest level of quality in patient care through achieving targets in areas such as infection prevention and control, safety and service improvement and in striving to improve the quality of patient experience.

The Group works on closely monitoring patient experience on selected wards, through visits to wards and departments, analysis of information from sources such as complaints, progressing specific quality-based projects, and regularly scrutinising the Trust’s Quality Account.

The Community Engagement and Membership Group

This Group’s aim and objectives are based on representing, understanding and responding to the needs of Members, the public and users, all of which are essential to the successful work of all Governors. The Group contributes to ensuring that Members are aware of the Trust’s services and to obtaining their views on those services.

Work also covers building external links with existing bodies, forging relationships and encouraging Governor/Member two way communication, mounting Member engagement events, and contributing to the Members’ Newsletter. It is also involved in supporting the Trust in growing and strengthening the Membership base.

The Nominations Committee

Governors have a statutory responsibility not only to appoint (and potentially remove) the external auditor but also to recommend the appointment (and potential removal) of the Non-Executive Directors of the Trust, including the Chairman.

The Nominations Committee aims and objectives are related to sourcing and recruiting the most suitable candidates for the roles. Members of the Committee are involved in the full recruitment process and establish the conditions of appointment for each Non-Executive Director. In conjunction with the Senior Independent Director in the case of the Chairman and the Chairman and Board in the case of other NEDs, they then play a significant part in the annual assessment of NED performance.

The four Group Chairmen coordinate the work of the Groups, which cooperate together on certain activities, and the full Council is made aware of and is able to debate and comment on matters before any decision or resolution is made. Governors are thus enabled, both individually and as a Council, to hold the Board of Directors to account.
Dear Members,

The Committee were delighted to appoint Mrs Allender as a member of the NAG Representative Panel. Mrs Allender's contribution was made in her capacity as an occupational therapist and her expertise in occupational therapy is widely admired.

During her career, Mrs Allender was a member of the Durham Branch that met weekly to discuss her interests in the therapy field. She was elected as President in 1990, a position that she held until her death.

In 2002, she was elected as Regional Representative for the North East Region, and in 2009, she was elected as the President of the NAG. Mrs Allender's influence in the field is evident, having been awarded the President's Medal in 2013 for her contributions to the NAG.

I am delighted to report that Mrs Allender has agreed to become our second Patron. She will act as an example that we must strive to emulate.

Yours sincerely,

John Allender, CBE
Dulwich

PHOTO FROM SOURCE

National Health Service Retirement Fellowship

Follow-up information from

John Allender CBE

PHOTO FROM SOURCE

Review of the Year 2014/15
The Trust is committed to involving patients, carers and the public at all levels in order to ensure that services are planned around the needs of patients and that year on year improvements in the patient experience are achieved.

In 2014-15, key achievements in support of the patient, carer and public involvement agenda included:

1. **Information provision**
   - Roll-out of the NHS Friends and Family Test. From 1 April 2015 all patients using NHS services have the opportunity to answer the Friends and Family Test question (‘How likely are you to recommend our ward/Emergency Department/service to friends and family if they needed similar care or treatment?’)
   - Co-ordination of the Trust’s continued inclusion in the National Patient Survey Programme. The programme for 2014-15 included the Annual Survey of elective and non-elective inpatients, a survey of Emergency Department Patients and a survey of Children and Young Patients.
   - Going out to the communities that we serve to hear their experiences of using Trust services and to highlight the work that we do.
   - Continuing to support and listen to long-established and most influential Community Advisory Panel. As well as being involved in a number of activities, the Panel also hear from staff about new developments and offer the patient perspective on Initiatives.

2. **Feedback on trust services**
   - The development of a content analysis approach to understanding the large amount of free-text comments that we receive. This has resulted in a dashboard style report on patient experience presented to the Trust Board on a monthly basis.
   - The Trust publishes ‘Open and Honest Care’ reports on our website. The Open and Honest Care Programme, led by NHS England aims to support organisations to become more transparent and consistent in publishing safety, experience and improvement data; with the overall aim of improving care, practice and culture.
   - In response to patient feedback, the Trust signed up to the ‘#Hello my name is...’ campaign in February 2015. All staff are reminded at induction and every other opportunity of the importance of introducing themselves to patients and carers whenever they meet.

3. **Influencing planning and decisions about services**

The year saw the refreshment of our Patient, Carer and Public Involvement Strategy and Plan which covered objectives, actions and outcomes to achieve individual and collective involvement at three levels:
We were at children's A&E here a night or two ago. Of all the staff only the doctor introduced themselves and I can honestly say it made such a difference

(February 2015)

Understanding the patient experience through the feedback obtained in the Trust

In order to gain an understanding of the key issues and themes surrounding the patient experience, information from various feedback mechanisms is collected on a Patient Experience Database. This includes feedback from the following mechanisms:

- Free text comments from the Friends and Family Test
- Details of Patient Advice and Liaison Service (PALS) contacts
- Details of Complaints received
- Comments and Suggestions made on the Take 2 Minutes forms in public areas of the Trust
- Comments placed on the NHS Choices and Patient Opinion website.

This patient experience feedback is reviewed by the Patient Experience Steering Group and the Patient, Carer and Public Involvement (PCPI) Group and circulated to directorate managers and heads of department for information, sharing, action and feedback where applicable.

In 2014-15, the Trust received around 35,000 comments from the people who use our services. A number of actions to improve the patient experience have been implemented. These include:

- The development of a HELP (Helping Empower Loved-ones and Patients) protocol. This promotes that any concerns should be raised at ward level initially, reinforces the role of Matrons and PALS and provides a HELP telephone number so patients, relatives or carers can contact the Trust if they feel that their concerns are not being listened to or addressed. This number is responded to immediately and the caller connected to the on-site Patient Services Co-ordinator.
- Patient-Led Assessments of the Care Environment involving service users and patient representatives.
- Food tasting sessions on each site with representation from both the Council of Governors and Community Advisory Panel who sample the menu and talk to patients about their views on the hospital food.
- The development of specific patient information leaflets following issues raised by service users who identified gaps in the information provided.
- A review of the car parking concessions and payment systems available across the Trust with the aim of making concessions clear and consistent for all patient and visitor groups.

The Year Ahead

We will implement our Patient, Carer and Public Involvement Strategy for 2015-17, We will:

- Further increase the engagement with our community – To date, two public listening events have been held in venues within the city centre and local community.
- Actively seek opportunities to meet with existing community groups to listen and respond to feedback about the Trust and to raise the profile of the services we provide.
- Continue to support the roll-out of the Friends and Family Test into all NHS Services by promoting the opportunity for patients to give us their feedback.
- Further develop our content analysis approach to the large volume of free-text comments in order to use the comments as evidence for improvement and action.
- Ensure that we display the actions that we take in response to patient feedback so it is clear that the Trust values this feedback and uses all opportunities available to improve the patient experience.

In addition, the national Patient Survey Plan for 2015-16 includes:

- Annual survey of Adult Inpatients
- National Patient Survey of Maternity Patients
Have you seen our latest edition of **GP matters**?

There is now a Dedicated Telephone Service for Emergency Admission Opinion for GPs in Newcastle

0191 282 1524
The Roof Garden - Maggie's in Newcastle at Freeman Hospital
The Community Advisory Panel (CAP) consists of a number of people with varying skills gained in a number of walks of life. All of our members have (or still are) users of the Trust services as patients or carers.

Now in its 13th year of working with the Trust, the Panel continue to provide unbiased advice on the patient, carer and public perspective and in turn bring about improvements for all patients.

The Panel meets monthly at Freeman Hospital when it is addressed by invited speakers from departments within the Trust. The Trust Secretary presents information from recent Board Meetings which keeps us fully up to date about the business of the Trust and answers any questions Panel Members may have.

At the monthly meetings, CAP members have raised a number of issues which were important to patients and their carers. These issues are fed back to the relevant people within the Trust who respond to Panel concerns and provide explanations or changes where necessary. Examples in the last year have included:

- Issues around outpatient pharmacy waiting times and delivery of prescriptions
- Concerns regarding care and the active involvement of family members when a patient is in hospital for a long period of time
- Queries about the physiotherapy follow-up available in the Community following treatment in hospital.

In addition Trust staff addressed the Panel on the following subjects, all of which the Panel found very informative and gave members the opportunity to give the patient perspective on developments.

- The Liverpool Care Pathway and future developments
- Falls Prevention in the Trust
- Adult safeguarding
- The Trust Quality Account
- Travel and car parking
- An update on the Francis report
- Patient and Public Involvement in Research
- Proposed Changes to the continuing healthcare process
- Junior doctor training and competencies
- Sign up to Safety Campaign.

In addition, throughout the year members have been requested to assist in a number of areas, such as:

- Involvement in Peer Review visits to wards and departments in preparation for CQC inspection visits
- Undertaking PLACE (Patient Led Assessments of the Care environment) along with staff and other service user representatives
- All taking part as patients, carers and observers in Observational Audits in connection with Customer Care
- Palliative Care Nursing observations
- To contribute ideas for the ‘It’s OK to Ask;’ campaign to encourage patients to ask about their potential involvement in research
- Membership of a number of Trust Groups such as: the Medication Safety Working Group, Outpatient User Group, Sustainability Working Group, Health Equalities and Wellbeing Group, Patient, Carer and Public Involvement Group.

In addition the Panel has continued to be involved in providing a member(s) as a Governor of the Trust, a judge on the Staff Personal Touch Award Scheme, reviewers for the Patient Information Review Panel and Food Tasting Panels.

It can be seen that over the period of twelve months, the Panel has been very busy and members have done so willingly because they are of the opinion that their efforts help to bring the best facilities the Trust can give all patients, carers and relatives. We are actively observing developments in the Trust such as the provision of Pharmacy services by Lloyds Pharmacy and the changes planned to car parking concessions in order to ensure that the Trust provides a good patient experience.

Alf Brown
Chairman

Sharron Thompson
Acting Chair

The Panel are of the opinion that their efforts help to bring the best facilities the Trust can give all patients, carers and relatives.
Corporate Governance and Risk Management
CQC Intelligent Monitoring

The Care Quality Commission (CQC) publishes a four-monthly monitoring report which is based on the new model for monitoring a range of key indicators. The report includes data on approximately 150 indicators that relate to five key questions about NHS acute organisations – are they safe, effective, caring, responsive, and well-led?

The data includes information from:
- Staff
- Patient surveys
- Mortality rates
- Hospital performance information such as waiting times and infection rates.

Intelligent Monitoring is one of the four key parts of the way the CQC regulate services. The four parts are:
- Registration
- Intelligent monitoring
- Expert inspection
- Judgement.

Together with local information from partners and the public, the CQC uses the results to help it decide when, where and what to inspect. The indicators have been refreshed in 2014, with more up-to-date data and included the introduction of new indicators that relate to:
- Central Alerting System (CAS) safety alerts
- Patient Led Assessments of the Care Environment (PLACE)
- Monitor’s Continuity of Service rating
- The inclusion of the overall team-centred stroke unit score as a replacement for the previously included stroke audit indicator.

The CQC analyses each of the indicators to identify one of the following levels for each trust:
- ‘no evidence of risk’
- ‘risk’
- ‘elevated risk’

An overall summary band for each trust is then given, by reviewing the proportion of indicators that have been identified as ‘risk’ or ‘elevated risk’ for each Trust out of all the applicable indicators in the model. This is based on how the Trust is performing compared to other organisations. All of the indicators are weighted the same with the only exception being for the whistleblowing indicator, which is automatically counted as an elevated risk.

The CQC categorises Trusts into one of six summary bands, with band 1 representing highest risk and band 6 with the lowest. These bands are assigned based on the proportion of indicators that have been identified as ‘risk’ or ‘elevated risk’ or if there are known serious concerns (e.g. Trusts in special measures are categorised as band 1).

For the Trusts assigned a category based on the proportion of indicators, the CQC uses the following thresholds:

<table>
<thead>
<tr>
<th>Band</th>
<th>Threshold</th>
</tr>
</thead>
<tbody>
<tr>
<td>Band 1</td>
<td>≥ 7.0%</td>
</tr>
<tr>
<td>Band 2</td>
<td>≥ 5.5%</td>
</tr>
<tr>
<td>Band 3</td>
<td>≥ 4.5%</td>
</tr>
<tr>
<td>Band 4</td>
<td>≥ 3.5%</td>
</tr>
<tr>
<td>Band 5</td>
<td>≥ 2.5%</td>
</tr>
<tr>
<td>Band 6</td>
<td>&lt; 2.5%</td>
</tr>
</tbody>
</table>

Table 1 below provides a summary overview of the Trust position throughout 2014/15.

<table>
<thead>
<tr>
<th>Field</th>
<th>Summary statistic</th>
<th>March 2014</th>
<th>July 2014</th>
<th>December 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Band</td>
<td>CQC has categorised trusts into one of six summary bands, with band 1 representing highest risk and band 6 with the lowest.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of risks</td>
<td>Total number of indicators identified as ‘risk’.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of elevated risks</td>
<td>Total number of indicators identified as ‘elevated risk’.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of applicable indicators</td>
<td>A count of the number of indicators that apply to the individual Trust.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall risk score</td>
<td>A weighted sum of (number of risks) + (number of elevated risks x 2).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maximum possible risk score</td>
<td>The score a Trust would receive if it had flagged as elevated risk for every single applied indicator in the model.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proportional Score</td>
<td>The score calculated from (overall risk score) / (maximum possible risk score) converted to a percentage.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In the published reports in December 2014, 34 Trusts were positioned in band 6, and 24 Trusts positioned in band 5. Table 2 overleaf provides a summary comparison of the Trust position in December 2014 with other acute teaching trusts and local trusts.
Table 2: Comparison with other Acute NHS Trusts in the North East & North Cumbria

<table>
<thead>
<tr>
<th>Trust</th>
<th>Band</th>
<th>Risks</th>
<th>Elevated risks</th>
<th>Risk score</th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co Durham &amp; Darlington NHS Foundation Trust</td>
<td>6</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>2.11</td>
</tr>
<tr>
<td>Gateshead Health NHS Foundation Trust</td>
<td>6</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>2.11</td>
</tr>
<tr>
<td>The Newcastle-upon-Tyne Hospitals NHS Foundation Trust</td>
<td>5</td>
<td>5</td>
<td>0</td>
<td>5</td>
<td>2.63</td>
</tr>
<tr>
<td>Northumbria Healthcare NHS Foundation Trust</td>
<td>5</td>
<td>1</td>
<td>2</td>
<td>5</td>
<td>2.63</td>
</tr>
<tr>
<td>South Tees University Hospitals NHS Foundation Trust</td>
<td>5</td>
<td>2</td>
<td>2</td>
<td>6</td>
<td>3.16</td>
</tr>
<tr>
<td>North Tees and Hartlepool NHS Foundation Trust</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>9</td>
<td>4.74</td>
</tr>
<tr>
<td>City Hospitals Sunderland NHS Foundation Trust</td>
<td>Recently inspected</td>
<td>6</td>
<td>2</td>
<td>10</td>
<td>5.26</td>
</tr>
<tr>
<td>South Tyneside NHS Foundation Trust</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>12</td>
<td>6.38</td>
</tr>
<tr>
<td>North Cumbria University Hospitals Trust</td>
<td>Recently inspected</td>
<td>7</td>
<td>8</td>
<td>23</td>
<td>12.23</td>
</tr>
</tbody>
</table>
Incident Reporting

The Trust uses a transparent and accessible approach to incident reporting, via Datix, which offers a web-based system for reporting, analysis and control. The system facilitates a quick and comprehensive analysis of all reported incidents and also underpins reporting to the National Reporting and Learning System. The NRLS provides national incident analysis and benchmarking.

Datix also supports the corporate Risk Register, which again uses a web-based system designed for ease of use by local accountable managers. This Register is reviewed and monitored by the Corporate Governance Committee. In 2014/15, a task and finish group was established to examine improving the links between the Risk Register and the Assurance Framework further and a number of recommendations in this respect were made to the Audit Committee, Corporate Governance Committee and Board.

Quality Improvement

As part of the continuing commitment to quality improvement, the Trust, in association with key stakeholders, identified a number of quality and safety areas which were agreed as priorities for improvement. These are outlined in the Quality Account published by the Trust. In 2014/15, the Trust continued to make good progress in reducing the incidence of Healthcare Associated Infections and patient falls.

A further indicator of patient safety is the Standardised Hospital Mortality Indicator. The SHMI is a risk adjusted mortality indicator and the Trust’s performance can be seen on page 308. SHMI covers all deaths reported for patients who were admitted to an acute hospital in England and either died while in hospital or within 30 days of discharge. The Trust’s position in 2014/15 was “as expected” and continues to be reported as having the lowest mortality rates in the North East and Cumbria.
Our Partners
The Faculty of Medical Sciences continues to make a substantial contribution towards the Trust’s Five Year Vision around Research and Innovation.

Our key area of strength is particularly our translational research agenda. Our Dean of Clinical Medicine and Associate Dean for Clinical Research both hold significant roles (Associate Medical Director for Research and Research and Development Director respectively) within NuTH enhancing and facilitating our interactions and relationships with the Trust. In addition, the appointment of a new Chief Executive Officer at the Northumberland, Tyne and Wear NHS Foundation Trust (NTW) late in the 2013/14 academic cycle has reinvigorated that relationship. The Faculty and the two Trusts have reviewed their governance structure overseeing their joint teaching, research and commercial activities and are planning to re-launch their partnership (currently “Newcastle Biomedicine”) under the banner of “Newcastle Academic Health Partners”. This will be progressed in the new academic year of 2015.

During 2014/15 the Faculty restructured two areas of its work: The creation of the School of Medical Education to bring together the management of our medical education provision; and the creation of the Newcastle University Institute for Ageing (NUIA) to integrate all of the University’s research on ageing. Both structures were fully implemented on 1st August, 2014.

For several years the Faculty has closely monitored the research performance of our 7 Research Institutes and this gathered increased momentum during the preparations for our Research Excellence Framework 2014 (REF2014) submission. Members of the Faculty invested significant time in putting together a high quality REF submission last year. Overall the Faculty’s results have been extremely pleasing, notable for its extremely strong environment and impact sections. The Faculty feels that “Research Intensity” (GPA x % return) is perhaps the best reflection of REF performance and was therefore particularly pleased to see the University’s largest submission - UoA1 (Clinical Medicine, 143 FTEs) ranked 4th in the UK on this metric ahead of both Oxford and Cambridge.

Members of our Faculty worked hard to raise our external profile this year by showcasing our excellent work, and these efforts were richly rewarded as the Faculty is now in the Top 100 for the first
The Faculty continues to perform extremely well across all of the world ranking tables that the University monitors, and our scores are favourable when compared to the overall institutional scores.

time in the QS World Rankings, with a ranking of 94th in the Life Sciences and Medicine category in 2014, which is excellent for our reputation and standing in the academic community.

Our relationships with many major pharma and biotech companies are also now starting to mature, evidenced by increases in our commercially funded research and the involvement of commercial partners in our increasing research grant income.

Our trend of very healthy research income has continued. 2013/14 saw an increase of 9.62% on the previous year, resulting in a record level of £67.56m research income recorded; this is also reflected in the income per academic FTE which increased by 8%. Our combined research and commercial income is dominated by research grant income, with other income accounting for around 1% (< £1m). The value of new awards increased by 4.79% to achieve a record level of £27.1m.

Our translational research and relationship with NuTH NHS Trust continue to be hugely successful. The number of translational awards has more than doubled, and the value of awards has increased by over 700%. In addition, the recruitment of patients into clinical trials in the Trust continues to grow. In order to successfully administer the projects, and to continue to grow in this area, the Faculty is conducting a review of research support, and recognises that it will need to invest further in its support infrastructure. The amount of NIHR Research Capability Funding (RCF) available to the Faculty/Trust partnership to support clinical research remains stable at around £2m.

In 2012/13 the Faculty became part of a newly designated Academic Health Science Network (AHSN) for the North East and North Cumbria and during 2013/14 we have increased our regional networking further, becoming part of the Northern Health Science Alliance Ltd (NHSA) partnership. The NHSA was established by the leading Universities and NHS Hospital Trusts in the North of England to improve the health and wealth of the region by creating an internationally recognised life science and healthcare system. The NHSA links directly with the Academic Health Science Networks (AHSNs) and acts as a single portal bringing together research, health science innovation and commercialisation to provide benefits for researchers, universities, hospitals, patients and commercial partners. The NHSA represents an exciting opportunity to recognise and promote the value of the North of England to the global Innovation, Health and Wealth agenda. The Faculty PVC sits on the Boards of both the AHSN and NHSA. The NHSA was awarded £3m from the HEFCE Catalyst Fund in January 2015 to support its functions. This award was applied for, and will be administered, by Newcastle.

Late in the 2013/14 cycle the Faculty led on a bid to Treasury for a National Centre for Ageing Science and Innovation (NASI) with colleagues in FSAgE, Newcastle City Council and the North East Local Enterprise Partnership. The bid for £20m was to utilise academic research to tackle many of the challenges faced by an ageing population and, in doing so, ensure optimum health and quality of life while reducing health and social care costs. We learnt in the 2014 Autumn Statement that the bid had been successful and this was announced formally by the Chancellor, George Osborne, on a visit to the Campus for Ageing and Vitality in December 2014.

The Faculty’s 2014 NSS scores are generally excellent, with four of our six subjects scoring >92% satisfaction, and all of them with less than 5% dissatisfaction. Our scores are favourable when compared to the overall institutional score (91% satisfaction), and very favourably against our Russell Group comparator (88% satisfaction). The Postgraduate Teaching Experience Survey 2014 (PTES) results confirmed overall satisfaction of 90%. All schools showed a positive trajectory for “satisfaction with teaching quality” and comfortably exceeded the 90% threshold.

The Faculty continues to perform extremely well across all of the world ranking tables that the University monitors, and our scores are favourable when compared to the overall institutional scores. Of particular note, in the QS World Rankings we have risen from 112th to 94th, so that we are, for the first time, within the top 100 universities internationally for Life Sciences and Medicine. To the Academic Ranking of World Universities (ARWU) we have risen from within the top 200 to within the top 150 for Medicine. For the remaining world rankings that the University monitors, we are in the top 100 internationally in the Centre for Science and Technology Studies Leiden Ranking and the US News ranking of global universities and in the top 150 for the National Taiwan University Rankings and University Ranking by Academic Performance (URAP).

Our World Citation Impact for papers published with an international co-author remains steady, with the Faculty firmly within the 2nd quartile. Our individual subject areas vary between the second (3 of the 5) and third (2 of the 5) quartiles.

Our position in the national league tables is stable. Our position in The Times rankings has improved with four of our six subjects now in the 1st quartile of the Russell Group. The Guardian rankings have, however, remained fairly static.

The creation of the Newcastle University Institute for Ageing (NUIA) in 2013/14 combined Newcastle’s international excellence in the basic and clinical sciences of ageing, with our expanding repertoire of inter-disciplinary, cross faculty research and innovation focused on healthy ageing and independent living, age-friendly communities and the key economic and social challenges presented by our rapidly ageing societies. Ageing research income for the 2013/14 year was £39.7m across the University and NUIA will continue to co-ordinate and grow the University’s ageing research portfolio.

In teaching, ageing continues to be embedded across all of our programmes and seems to have stabilised. There have been increased efforts to raise awareness, as can be seen by the increase in the number of events that have been organised. Most notably, the new NUIA was formally launched in December 2014, and Angela Rippon OBE, TV presenter and newreader, who is also an Ambassador for the Alzheimer’s Society and part of the Prime Minister’s Dementia Challenge team was our guest speaker.

Going forward, the overall focus for NUIA will address the key ageing challenge of the 21st Century – Living Better for Longer: How in our environment and society can best adapt to harness the wealth of their mental and social experiences.

Professor Julia Newton
Dean of Clinical Medicine
& Associate Medical Director for Research, Faculty of Medical Sciences

Professor Chris Day
Pro-Vice Chancellor, Faculty of Medical Sciences
The Dental Directorate continues to make excellent progress across its key functions as a provider of specialist clinical care and of undergraduate and post-graduate education and research. Dental undergraduate training continues to be the main focus of educational activity with the Trust and University utilising their strong and effective working relationship to ensure that this training is of the highest standard. The Dental Therapy degree programme will welcome its first intake in September 2015 as a result of a complete overhaul of the previous Diploma programme. For qualified dentists, trainees continue to achieve excellent levels of attainment across all of the recognised main dental specialties.
Dental poster is best – by s-miles

By Craig Thompson
Health Reporter
craig.thompson1@trinitymirror.com

“KEEP your teeth strong” was the message from a schoolboy with a winning smile.

Lakhveer Singh, 11, of St Paul’s Church of England School in Elswick, picked up first prize after he designed a poster to improve dental care among children in the region.

Hundreds of pupils from primary schools across the region were invited to take part in the competition, run by the Newcastle Hospitals’ Dental Services and Health Visiting and School Nursing Services. Each year, dental experts from Newcastle’s Hospitals visit local schools, to talk to the children. This helps pupils find out more about what harms their teeth and how to look after their teeth.

They are also each given an appropriate sized toothbrush for their age.

This year, four primary schools were invited to design a bright, eye catching poster to help encourage other children to look after their teeth and mouth. The children were asked to come up with a design that gets across clean dental messages.

As a city, Newcastle usually does well when it comes to beating tooth decay. Levels of active decay stand at 19% compared to the national average of 25%.

Helen Lamont, nursing and patient services director, said: “Our Health Promotion Teams work extremely hard to help people of all ages improve their health and wellbeing, and understand the importance of maintaining a good, healthy lifestyle. Getting these messages across as early as possible is crucial to helping children develop healthy habits.

“What better way of getting out messages across than asking the children themselves what they think is important, and coming up with visual reminders in a way that works well for their own age group”.

After his winning design was announced, Lakhveer Singh was presented with a family ticket to attend the Empire Cinema at the Gate, Newcastle. His poster will also be displayed in local community libraries, schools, doctors and health centres to help promote good dental hygiene.

To find out more about National Smile Month visit: www.nationalsmilemonth.org

EDITORIAL FROM THE CHRONICLE

On the research front, the Dental Directorate is an Academic Clinical Directorate and this status has helped to strengthen the research portfolio with more studies being undertaken within the clinical research facility. This facility is at the vanguard of future infrastructure developments within the Directorate.

Specialist clinical services continue to be in very high demand and again in 2014–15 there were over 110,000 patient appointments overall. This presented a significant challenge in the later part of the financial year when the cumulative effects of staff illness, absence and shortfall earlier in the year resulted in the need for additional activity to comply with targets. With support from the Trust, the waiting lists in all the clinical specialties (Oral Surgery, Restorative, Paediatric and Orthodontics) have been significantly reduced to improve the patient experience and our compliance with national waiting time targets is now good and much more sustainable.

As a direct result of a refresh encompassing waiting list management, the Directorate has developed new benchmarks for monitoring clinical activities, agreed a sustainability plan with both the Trust and University and has a new management group with joint oversight of both the academic and NHS partnership arrangement.

Areas for clinical refurbishment have been identified to ensure that the facilities provided for training and patient care reflect contemporary clinical and educational requirements.

Commissioning arrangements for Dental Services per se continue to undergo change as part of wider NHS reforms and we need to be prepared for future changes in commissioning. We have been working with referrers and Commissioners to ensure that our wide range of specialist clinical services continues to be focused on those patients who need them most. We shall ensure that future staff appointments are configured to serve the needs of patients as well as those of the Clinical Directorate and University in the best way possible. We have made some imaginative appointments in the last year in Oral Surgery; Paediatric Dentistry; and Restorative Dentistry to ensure that the essential balance and configuration of our services is sustained.
Over the last few years we have seen the landscape in health and social care delivery change at a rate many of us would not have believed possible. With political, economic and sectoral drivers constantly impacting on the way in which services are designed, commissioned, delivered and evaluated, the way in which we prepare the NHS workforce to meet the sector’s constant challenges has never been more important. To that end, the strong, collaborative relationship between Northumbria University and Newcastle upon Tyne Hospitals NHS Foundation Trust remains a key enabler in the achievement of excellent healthcare delivery for the local community.

The outcomes of the Research Excellence Framework (REF) were published at the turn of the year and demonstrated that Northumbria has made a major step forward and has nearly tripled our share of research rated world-leading and internationally excellent. Of particular note is the performance of Allied Health Sciences and Nursing which was ranked as being in the top quartile in the UK for its research power in, with more than 80% of its research activity rated as world leading or internationally excellent.

Key impacts flowing from Allied Health Sciences and Nursing’s performance include the translation of our research into direct public health benefits, through policy change, for example, adding a loneliness measure to the Adult Social Care Outcomes Framework. In addition, studies to involve older people as service users to influence policy and planning activities also received significant acclaim in recognition of the group’s historical marginalisation from decision making.

A key contributor to the Allied Health Sciences area is Prof. Stephen Cumming’s and his work on neonates. Working in collaboration with NUTH, and colleagues from other local and national Trusts and international collaborators this work is exploring the mechanisms underlying serious microbially mediated diseases in preterm infants and their mothers. The aim of this work is to identify the best practice for treatment that will optimise outcomes for patients. In addition, work led by Prof Cummings to expand work in microbial ecology has received key collaborative support from Newcastle Hospitals Foundation Trust as well as Tiny Lives.

Working with colleagues in Newcastle Hospitals NHS Foundation Trust to further enhance our integrated approach to health and wellbeing, Prof. John Saxton, Head of Sport, Exercise and Rehabilitation, is working on a study funded by the Prostate Cancer CharityMovember which is assessing the health benefits of exercise/dietary advice in men with prostate cancer. This is a collaboration with clinical colleagues from the Freeman Hospital. Prof Saxton is also involved in a three year project with Consultant Neurologists at the Royal Victoria Infirmary (funded by the Multiple Sclerosis Society), which is investigating the neuropathology of fatigue in people with multiple sclerosis.

Another exciting development is that Prof. Stephen Clark, Professor of Cardiothoracic Surgery & Cardiopulmonary Transplantation, is currently working with BALTIC Centre for Contemporary Art Prof. Christine Borland on a piece of research which will hopefully lead to a major sculpture commission for the Institute of Transplantation and related public facing events. Watch this space!

Recruitment for our Undergraduate Pre-registration programmes in Nursing (Adult, Child, Mental Health and Learning Disability), Midwifery, Physiotherapy, Occupational Therapy and Operating Department Practice remains buoyant. Entry level qualifications for these programmes are some of the highest enjoyed by the University and we have seen high calibre of health students go on to significantly drive the professional agenda when they go out to practice. Having implemented the concept of Values Based Recruitment and the 6Cs as core to our recruitment practices from their inception, the process Northumbria University’s Nurses go through before they even embark on our programmes ensures we only invest in the best.

One very good example of the calibre of our students was recently demonstrated when a group of first year Undergraduate Learning Disability nurses designed and developed a short film for use on social media to assist in breaking down barriers between patients and nurses and unite all fields of nursing. It is such a thoughtfully made and powerful film, that I would encourage you all to view it. Please contact wearehuman2015@gmail.com to ask for a copy.

Our recently established Nursing Society continues to flourish as a forum through which trainee nurses at all levels can come together to share experiences, provide peer support and develop group social activities. The Society also provides another mechanism to develop a valuable network of contacts as our students undertake placements throughout the region and I have been personally delighted by the positive impact students in the Society bring to the Northumbria student journey.

Our drive to enhance our award winning Continuing Professional Development portfolio to meet the changing needs of the workforce throughout the North East region will result in new areas of study being brought to market in the next academic year. These exciting developments represent significant investment by the University to help meet the challenges facing the workforce and also demonstrates Northumbria’s ongoing commitment to shaping such a highly a skilled and flexible workforce.

Most recently, activity in the CPD portfolio has seen us delivering communications master classes for clinicians from different disciplines including nurses, radiographers, and physiotherapists in response to direct requests for workforce upskilling. In addition we continue our work training Advanced Critical Care Practitioners who are supporting intensive care units in local NHS Trusts to deliver excellent medical care. The unique partnership between The Newcastle upon Tyne Hospitals and Northumbria University
continues to underpin innovative responses to workforce challenges, in this case, to develop a new kind of professional to support medical staffing of intensive care units in response to variations in recruitment, retention patterns and working time regulations.

Another exciting development which Northumbria has been involved with is the launch of the Faculty of Patient Safety by Health Education North East in May, which has the aim of setting the strategic direction in the delivery of high quality compassionate patient care across the region. Northumbria University is proud to be part of this collaborative approach to recognise all factors affecting patient safety and to develop and deliver improvements to education and patient care, whilst fostering innovation and sharing best practice.

As we put a plan in place and look forward to the start of a new academic year, it is always inspiring and gratifying to welcome our new students as they embark on their undergraduate, postgraduate and Continuing Professional development studies. Their passion and determination to make a difference to people’s lives is something that is personally very inspiring to me.

**Professor Kathleen McCourt, CBE FRCN**

*Executive Dean, Health and Life Sciences, Northumbria University*
The last year has brought the Council, the Trust and our other local partners ongoing challenges in terms of moving further and faster on the public sector reform agenda, including the integration of health and social care. I am delighted that we have collectively risen to this challenge in spite of a national and financial context that could make us work more in our own silos.