



## **The Pennine Acute Hospitals NHS Trust**

### **Transactions Programme Update**

Thursday, 7 March, 2019

6.30 pm

Trafford Town Hall in Committee Rooms 2&3

## What are the future plans for The Pennine Acute Trust?

- A new ownership and long-term management arrangement for the hospitals currently run by Pennine Acute Trust (PAT) is essential to support the future clinical, financial and workforce sustainability of acute hospital services in the North East sector and across Greater Manchester
- Two legally separate but intrinsically linked processes (transactions) are underway to split PAT; both elements will require formal approval at national level.
  1. NHS Improvement has invited Salford Royal to put forward proposals for the formal acquisition of the Royal Oldham, Fairfield General Hospital and Rochdale Infirmary hospital sites to be part of Salford Royal's group of healthcare services, called the Northern Care Alliance NHS Group (NCA).
  2. This proposal coincides with the plans for MFT to formally acquire the North Manchester General Hospital site to transfer to MFT as part of its group of hospitals. The future plans for NMGH is part of the longstanding plan to create a Single Hospital Service for the City of Manchester and Trafford.

## What is the PAT Transaction and future roadmap?

- A PAT Transaction Board, independently chaired by GM HSCP, is overseeing the formal transactions and proposed changes in ownership.
- The Board comprises senior leaders from NHS Improvement, GM HSCP, PAT, Salford Royal FT, Manchester University Hospitals FT, Manchester Commissioners (MHCC), and all CCGs and Local Authorities on the PAT footprint.
- The PAT Transaction Board aims to complete the transactions and to formally split PAT in the second half of 2019-2020 (by 31 March 2020), subject to rigorous due diligence, agreement of financial plans and approval of business cases.
- Salford Royal has been running Pennine Acute Trust and its services under a management agreement since 2016/17 under the NCA group arrangements.
- The NCA is governed by a Committees in Common where both Salford Royal and Pennine Acute NHS Trust Boards have devolved its decision making to CiC.
- Mr Pat Crowley has been appointed as “Non-conflicted” Director on PAT Board.

# How will this benefit patients? The Northern Care Alliance

The planned transfer of Oldham, Bury and Rochdale sites to SRFT under the NCA will benefit patients by:

## Improved population health

- Integrated systems eliminating unwarranted variations in health outcomes
- Standardisation eliminating unwarranted variations in processes of care
- Alignment with GM and wider population health priorities
- Sharing CQC “Outstanding” rated best practice from Salford Integrated Care Organisation

## Improved patient experience

- Sharing best to practice to deliver reliable and excellent care to patients
- Timely access to diagnostics, care and specialist care
- Consistency and equity of services
- Improved pathways across all local care organisations
- Improved patient outcomes through standardisation
- Empowering patients to deliver self care

## Improved finances

- Opportunity to share the cost of commissioning services
- Procurement savings maximising economies of scale
- Maximise research income
- Improved healthcare value through economies of scale
- Reduction in duplication will optimise cost reduction

## Improved staff experience

- A culture of broader understanding and shared purpose
- Ability to attract and retain more staff through brand and specialist services
- Improved brand and reputation will increase pride
- Economies of scale leading to enhanced employee benefits
- Standardisation and training empowers staff in their role

## How will this benefit patients?

### How will the planned transfer of NMGH to MFT benefit patients?

#### Quality of Care

Reduce variation in the effectiveness and safety of care. Improve access to specialist care.

#### Patient Experience

Reduce fragmentation, reduce duplication. Transfer care closer to home.

#### Workforce

Support the provision of a 7 day service. Improve the recruitment and retention of appropriately skilled workforce.

#### Financial/Operational Efficiency

Improve operational performance. Ensure resource is focussed appropriately.

#### Research and Innovation

Improve access to clinical trials. Ensure learning from research and innovation is consistently implemented.

#### Education and Training

Widen student and trainee exposure, optimise curriculum delivery.

# The legal Transaction process and timescales

## ***Stage 1: Strategic Cases***

- Acquirers set out their respective cases (reasons and benefits) for acquiring the relevant parts of Pennine Acute (SRFT: Oldham, Bury and Rochdale and MFT : North Manchester)
- Financial modelling is being prepared by all partners together with a review of consequences for patients and funding if the transaction were not to go ahead
- Strategic cases are due to be submitted to NHSI for their approval in early 2019
- These cases are being developed in line with national guidance and include in-depth financial due diligence.

## ***Stage 2: Full Business Cases***

- Development of full business cases

# Communications and engagement

## Approach and principles

- Joint Communications and Engagement Plan in place and led by GM HSCP
- Delivery of the plan supported by a number of Communications Leads who are members of the communications working group (membership consists of GM HSCP, NCA/SRFT, MFT, CCGs and NHS Improvement)
- All communications are developed collectively by the working group and address feedback and insight from stakeholders
- Plans and narratives align with partner organisations
- Providers produce their own staff communications based on the key messages and core content agreed by the working group
- Providers and commissioners use their established channels of communication to inform their staff and other key stakeholder audiences at key milestones within the process (channels include; face to face briefings, bulletins, newsletters and online intranet communications)
- Public and patient communication and engagement around future plans for PAT hospitals and services will increase during 2019/20

## Summary

All partner organisations involved are committed to working through a series of complex processes in order to secure the best future for patients and staff.

The GM ambition remains the same:

- The proposed plan is for Salford Royal (SRFT) to formally acquire Oldham, Bury and Rochdale hospitals as part of the new Northern Care Alliance NHS Group (NCA)
- Coinciding with SRFT's acquisition of Oldham, Bury and Rochdale sites, it's intended North Manchester General Hospital (NMGH) will transfer to Manchester University NHS Foundation Trust (MFT)





# Questions and Discussion