

Northern Care Alliance NHS Group (NCA)

From April 2016, Salford Royal provided leadership and operational support to The Pennine Acute Hospitals NHS Trust (which currently runs The Royal Oldham Hospital, Fairfield General Hospital in Bury, Rochdale Infirmary and North Manchester General Hospital) following its CQC Inspection in February 2016.

This arrangement was formalised under a management agreement in April 2017, and paved the way for the establishment of the Northern Care Alliance NHS Group. From the 1st April 2017, the Northern Care Alliance NHS Group (NCA) was launched, bringing together over 17,500 staff, 2000 beds and serving a population of over 1 million.

With an operating budget of £1.3bn, our new Alliance provides the benefits of scale but delivers this locally through multiple hospital sites and local healthcare services. Four Care Organisations for Oldham, Bury/Rochdale, North Manchester and Salford are responsible for delivering safe, high quality and reliable care to the local communities they serve.

Our Services will be:

- **Highly Reliable** - Delivering high quality services whatever the day of the week or hour of the day through standardising care to the evidence of best practice.
- **At Scale** - Creating benefits through economies of scale which results from a 'shared hospital service' across the Group, and enabling the development of local integrated services closer to home.
- **Trusted** - Providing safe, effective and compassionate services by our people who are highly motivated, well led and believe in the values of the NHS.
- **Connected** - Connecting all parts of the health and social care system so that they deliver better care to people, in their neighbourhood, which meets their needs.
- **Pioneering** - Continuously innovating and improving services, with a particular focus on new digital solutions to improve care and patient experience.
- **Value for Money** - Supporting staff to identify opportunities for productivity and efficiency so that the taxpayer is getting best value

Integrated Care Organisations

Whilst our Care Organisations provide hospital care, they play a much broader role in each locality and are supporting the establishment of new integrated models of care. We are working closely with our partners to develop Integrated Care Organisations (ICOs) to join together health and care services and shift more care into a community setting. Within Salford we have established our first Integrated Care Organisation, with the Salford Royal acting as the 'lead provider'. The Northern Care Alliance NHS Group is strongly placed to support the development of emerging ICOs across the wider conurbation, through a partnership model with other health and social care providers.

Salford Royal NHS Foundation Trust's proposed acquisition of hospitals in Oldham, Bury and Rochdale

NHS Improvement (NHSI) has invited Salford Royal NHS Foundation Trust (SRFT) to put forward proposals for the acquisition of The Royal Oldham Hospital, Fairfield General Hospital in Bury and Rochdale Infirmary to be part of Salford Royal's group of healthcare services, called the Northern Care Alliance NHS Group (NCA).

A new ownership and long-term management arrangement for the hospitals currently run by The Pennine Acute Hospitals NHS Trust (PAT) is essential to support the future clinical and financial 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 dissolve PAT; both elements will require formal approval at national level via NHS Improvement (NHS I) and the Competition and Markets Authority (CMA).

Alongside this, Manchester University NHS Foundation Trust (MFT) plans to acquire the North Manchester General Hospital site whereby NMGH would join MFT. This proposal is part of the longstanding plan to create a Single Hospital Service for the City of Manchester

Why are Oldham, Bury and Rochdale sites to transfer to SRFT?

Arrangements for Salford Royal to formally acquire Oldham, Bury and Rochdale sites are part of wider plans to create a Shared Hospital Service for the North East sector, which is being undertaken in partnership with local commissioners and Local Authorities as part of a CCG/commissioner-led acute Clinical Services Strategy (CSS).

What is the aim of NES acute Clinical Services Strategy (CSS) for Oldham, Bury & Rochdale?

The CSS will help ensure the long term clinical, financial and workforce sustainability of local hospital services across Oldham, Bury and Rochdale and the surrounding areas. The strategy is looking at future hospital provision, pathways for specialist services and new models of care to reduce health inequalities and support people in their local community with the involvement of clinical staff.

It aims to support and compliment the delivery of local integrated healthcare plans to meet the population health needs of local communities across these areas, and wider LCO plans to strengthen community support, deliver more care closer to home and maximise the use of all estate across the three CCG/LA co-terminus footprint.

The strategy aligns with GM health and social care plans and acute service reconfiguration.

How will the transfer of Oldham, Bury and Rochdale benefit patients and staff?

Building on the work undertaken by staff across the Northern Care Alliance (NCA) to date between PAT and SRFT, and by bringing together Oldham, Bury and Rochdale formally with Salford Care Organisation (SRFT) as a long term arrangement, it is expected to benefit patients, service users and staff in a number of ways through:

- Standardisation of care at scale, with increased focus on patient-centred care leading to highly reliable care across all services Connecting all parts of the local health and social care system so that they deliver better care to people, in their neighbourhood, which meets their needs.
- Developing a tailored approach that is based on the needs of the local population
- Quicker decision making at a clinical, operational and strategic level
- Learning from SRFT's Global Digital Exemplar status and digital maturity, to support clinical staff through shared access to intelligent medical and digital technologies leading to changes in the way we plan, train, retrain and deploy our workforce
- Exploring, developing and using digital solutions to transform the delivery of care and clinical services for the future and to improve patient experience

- Enabling better use of resources, improved productivity and efficiencies; sharing best practice across the NCA to reduce waste and duplication so that the taxpayer is getting best value
- Creating a modernised sustainable workforce with the right numbers, skills, values and behaviours, combined with broader career development opportunities
- Using our clinical expertise and scale to benefit from Research and Innovation

When will Oldham, Bury and Rochdale formally transfer to SRFT as part of the NCA?

A PAT Transaction Board, independently chaired by the Greater Manchester Health and Social Care Partnership (GM HSCP), is overseeing the formal transactions and the changes in ownership. The Board comprises senior leaders from NHS I, GM HSCP, PAT, SRFT, MFT, Manchester Commissioners, and all CCGs and Local Authorities on the PAT footprint.

The Transaction Board aims to complete the transactions and the dissolution of PAT in the second half of 2019-2020 (i.e., between 1 October 2019 and 31 March 2020), subject to rigorous due diligence (risk assessment) processes, agreement of financial plans, and approval of business cases.

What will this mean for the future of Oldham, Bury and Rochdale when they formally join with Salford?

Commissioners and all partners are committed to a positive future for all three sites of Oldham, Bury and Rochdale once formally integrated with Salford, allied with formation of the Northern Care Alliance NHS Group - so we can continue to provide high quality, sustainable and much needed health and care services to the local populations we serve.

Oldham, Bury and Rochdale remain integral to the delivery of a comprehensive range of clinical specialties. All sites will play a crucial role in a shared hospital service for the North East sector. Each of our Care Organisations, our hospitals and out of hospital community services will benefit through the award to Salford of Global Digital Exemplar (GDE) status and £10m funding.

Our Oldham, Bury and Rochdale Care Organisations (currently PAT) is already designated a Fast Follower as part of the GDE programme.

CQC find significant improvements at Pennine Acute Trust Hospitals

Publishing its latest inspection report in March 2018, the Care Quality Commission (CQC) found significant improvements have been made across every hospital run by The Pennine Acute Hospitals NHS Trust, with 70% of the aspects of the services inspected now rated as either 'Good' or 'Outstanding'.

The CQC can give one of four ratings to NHS Trusts and services: 'Outstanding', 'Good', 'Requires Improvement', or 'Inadequate'. Overall, in its report published on 1 March 2018, the CQC confirmed its rating of the Trust has since improved, from Inadequate to Requires Improvement following its unannounced inspection of services carried out in November 2017. The CQC has rated safety, effectiveness and responsiveness as Requires Improvement. Caring and well-led are rated as Good.

Since the Trust's last CQC inspection report, published in August 2016, the Trust has benefitted from joint working and support from the leadership at Salford Royal. There are now no longer any services across the Trust's hospitals that are rated Inadequate.

The most significant improvements have been made in key areas including Maternity services, now rated Good at North Manchester General and The Royal Oldham Hospital. Children's services which were Inadequate are now rated as Requires Improvement at both North Manchester and Oldham. Urgent and emergency care has also showed improving picture in meeting national performance standards, despite ongoing pressures and increased A&E demand and has benefitted from strong leadership and recruitment of more frontline staff.

Salford Royal recently rated as “outstanding” by CQC

Salford Royal is the first Acute and Community Trust to be rated ‘Outstanding’ in consecutive inspections by the CQC. This is a ‘tremendous achievement’ and Salford and Pennine’s Group approach shows that patients can benefit when organisations decide to work together to deliver standardisation at scale.

Salford Royal is the only acute and community Trust in the country to consecutively repeat its Outstanding rating and the first integrated Trust to achieve an Outstanding rating for the ‘Use of Resources’ part of its inspection, as well as being declared Outstanding for being ‘Well-Led’. CQC Inspectors visited the Trust in April and May this year and within their formal report highlighted many areas of exemplar practice.

The Group model is also a success for Pennine Acute. When CQC inspectors returned to Pennine in October 2017, they found a significant number of improvements were well underway across all of its hospitals and in March 2018, they raised the Trust’s CQC rating to Requires Improvement. There are no longer any services across Pennine’s hospitals that are rated Inadequate, with 70 percent of the aspects of the services inspected now rated as either Good or Outstanding.

Salford Royal’s and Pennine Acute’s CQC reports can be found on the CQC’s website at www.cqc.org.uk.

New Major Trauma Centre

Salford Royal has planned a new £48m Major Trauma treatment centre to care for some of the region’s sickest patients. Salford Royal is the principal receiving site for the Greater Manchester Major Trauma Service (GMMTS) and has been designated as the high acuity site (high risk surgery) for the North West sector of Greater Manchester.

The GMMTS is a partnership between Salford Royal and the key receiving site at Manchester Royal Infirmary (MRI). Rather than be taken to the nearest hospital, the majority of patients suffering these often devastating injuries are now taken to Salford Royal, ensuring they have rapid access to specialist treatment and state of the art imaging.

Digital

Salford Royal is at the forefront when it comes to improving patients’ experience with innovative technology. As one of 16 acute NHS Global Digital Exemplar sites, the organisation is an internationally-recognised NHS provider delivering exceptional care using world class digital technology. The programme of work includes more than 50 digital projects and is already seeing positive outcomes for patients, service users, staff and the wider healthcare community. Early results of the two-year programme include:

- A new electronic assessment tool helping to detect delirium earlier
- Our VTE (Venous Thromboembolism) rate reduced from 411 to 333 with a new electronic assessment tool and we have been awarded exemplar status for VTE
- We are automatically screening 100 percent of patients for sepsis and reducing mortality rates by the administration of antibiotics within one hour
- The number of preventable HAT (Hospital Acquired Thrombosis) cases reduced by 13% to a total of 358 in 2017
- We've reduced the number of paper forms passing through our scanning bureau by 145,495

This year Salford Royal will be launching more projects including e-booking for patients and a new state of the art control centre providing real time data on the flow of patients through the organisation along with providing admission trends.

Public members

Salford Royal NHS Foundation Trust has 9,361 public members and that number is continuing to grow.

A&E performance

The Salford Care Organisation is currently below its improvement trajectory with performance of 90.78 percent in August, which is also a reduction compared to August 2017s performance of 93.03 percent. The national target is 95 percent.

Mortality – Hospital Standardised Mortality Ratio (HSMR)

HSMR at Salford Royal is statistically better than national position and has improved further over the last quarter. The current position is 83.42 with weekend HSMR at 85.6.

Harms: Clostridium Difficile

The Salford Care Organisation is above its trajectory of eight instances for 2018/19 with a cumulative position of 12 occurrences.

Harms – Falls

In August the Salford Care Organisation had 6 moderate falls reported, which is within normal variation.

Hospital acquired pressure ulcers

There were five reported pressure ulcers in August at the Salford Care Organisation. Current occurrences are consistent with previous months and in line with normal variation.

Cancer 62 Day Pathway

Salford met the target in the first quarter of the year, but did not meet the 85 percent standard with a performance of 84.5 percent for July against the national standard.