

**Pride in
Pennine**

Quality-Driven
Responsible
Compassionate

The Pennine Acute Hospitals **NHS**
NHS Trust

North East Sector Acute Clinical Service Strategy

Joint Health Overview and Scrutiny
Committee

3rd October 2017



Our improvement journey

Focus on stabilisation
& quality improvement
since April 2016

Established strong
governance &
leadership in
April 2017

Building on previous
work, significant
Clinical Transformation
now starting

Progress so far

- Quality Improvement Strategy
 - Approved and Launched NAAS
 - Deteriorating Patient Collaborative
 - Pressure Ulcer Collaborative
 - C Diff 90 Day Cycle
 - Last 1000 Days / End PJ Paralysis Launch
- Go Engage Staff Engagement System
- Recruitment / Retention Plan
- Safeguarding Review Complete
- Clinical Leadership Programmes
- Urgent Care Improvement
 - 12 Hour Breaches from 120 Per Month to 1 in June
 - Implementation of New Models of Care
 - Ambulatory Care Expansion July
 - A&E Performance Meeting Trajectories
 - Recruitment
 - ANP
 - Reliable Consultation
- Comprehensive Review of FFT Reporting
- Datix Risk System Launch 5th July
- Maternity
 - Stabilisation
 - Governance System
 - Recruitment

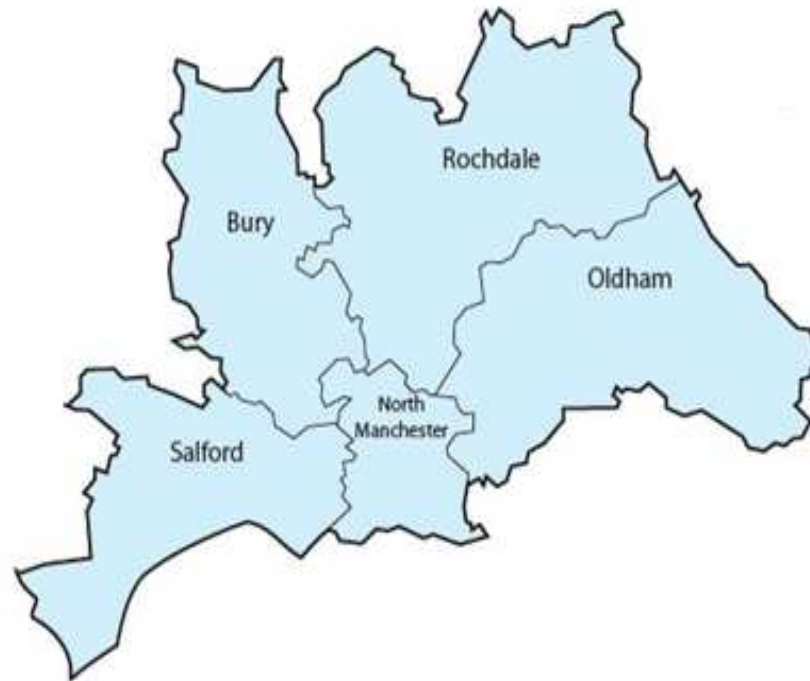
North East Sector transformation

CQC findings

Right Care, Right place

Heathier Together Standards

Clinically and financially sustainable services



Community regeneration

GM Devolution Theme 3

LCO / Locality plans

Focus on prevention

Workforce challenges

Single Hospital Service for Manchester (SHS)

Impact of Locality Plans

Locality plans developed and agreed by each CCG, Council and wider partners and approved by the GM Health and Social care Partnership. Across the NES these plans seek to:

- Integrate Health and Social Care commissioning.
- Prevention focused Locality Plans with more care delivered outside of hospital through Local Care Organisations.
- Locality plan activity assumptions will reduce income to PAHT by £52.9m by 2020/21

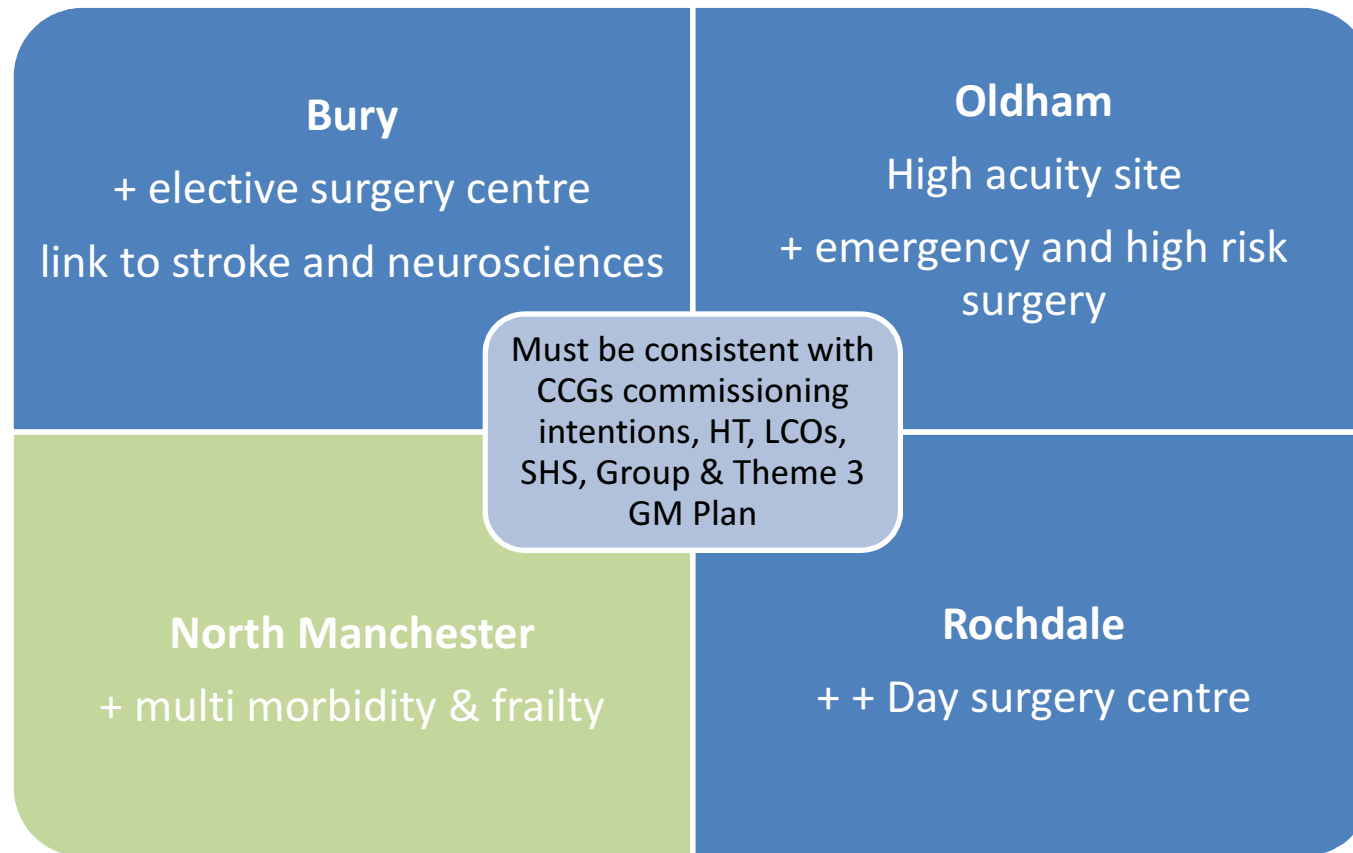
CCG reduction as a proportion of CCG activity with PAT	A&E	Elective	Non Elective	OP First	OP Follow up
Bury	-17.0%	-23.5%	-23.2%	0.0%	-6.0%
Rochdale	-45.8%	-14.3%	-36.1%	-20.3%	0.0%
Oldham	-34.9%	-1.3%	-29.6%	0.0%	0.0%

- Therefore to achieve clinically and financially sustainable services hospital-based provision needs radical redesign

Scope and assumptions

- Focus on hospital services across Fairfield General Hospital, Rochdale Infirmary, The Royal Oldham Hospital and North Manchester General Hospital (with specific governance arrangements for NMGH).
- NES Commissioners have endorsed the concept of a Shared Hospital Service, linking Oldham, Bury and Rochdale with Salford (and where appropriate partner organisations).
- Royal Oldham Hospital will be a specialist high acuity hospital for under the Healthier Together; the focus of all hospital sites will evolve responding to planned activity shifts and in order to secure future resilience.
- Clinical and financial sustainability must be achieved over a 5 year period; the new strategy will need to ensure safe, reliable and compassionate care.
- Separate but connected programme of work is underway, with each Locality, to transform community services and integrate health and social care.

Future focus of hospital sites



Prioritisation approach

- Six criteria used to determine which service areas are prioritised for detailed design work.
 1. Strategic fit
 2. Clinical, quality and safety benefits
 3. Financial and economic benefits
 4. Ease of implementation and delivery
 5. Stakeholder benefits and risks
 6. Scale of impact
- Tested against 30 areas that were identified as part of the Service Strategy Stocktake.
- Clinical engagement workshop held to test initial analysis of 30 areas, then reviewed and signed-off by commissioners.
- Assessment of all service areas and key drivers to be carried out e.g. workforce.

Priority workstreams

Service redesign	New models of care	Site specific
<ul style="list-style-type: none"> • Breast surgery • Cardiology • MSK/Orthopaedics • Paediatrics • Pathology • Pharmacy • Radiology • Urology • Vascular Services 	<ul style="list-style-type: none"> • LCO/ACO development • Critical Care • Digital • Optimising Surgery • Rehabilitation • Urgent Care 	<ul style="list-style-type: none"> • FGH • NMGH <p>[To follow, the above: Oldham, Rochdale and Salford]</p>

New models of care and innovation

New models of care and innovation

Service configuration and sites

Clinical Service Strategy timeline

Dec 2017 - Strategic Outline Case



Apr 2018 – Outline Business Case



Jul 2018 – Full Business Case

