

NEWS RELEASE

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PAT/18/014

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CQC finds new leadership at Pennine Acute Trust are turning things around with significant improvement across all its hospital

- 70% of the aspects of the services inspected by the CQC are now rated as 'Good' or 'Outstanding'.
- Two of the Trust's hospitals (Fairfield and Rochdale Infirmary) and Trust community services are rated as Good.
- Every hospital/Care Organisation has improved since last inspection report August 2016.
- There are no longer any services across the Trust's hospitals that are rated Inadequate.
- Greatest improvements have been made across Maternity, A&E and Medicine.
- Pennine Acute Trust has benefited from partnership with Salford Royal FT working as a group of healthcare services called the Northern Care Alliance.
- New leadership teams for each hospital in place under Chief Executive Sir David Dalton have driven improvements to ensure services are safer and reliable.
- Well-led at the Trust now rated as 'Good' reflecting positive change in culture
- Services have been strengthened by implementing new systems & recruiting more staff.

A REPORT published today (1 March 2018) by the Care Quality Commission (CQC) has found that significant improvements have been made across every hospital run by The Pennine Acute Hospitals NHS Trust since its last inspection in 2016, with 70% of the aspects of the services inspected now rated as either 'Good' or 'Outstanding'.

The Pennine Acute Trust (PAT), now part of the Northern Care Alliance NHS Group with Salford Royal, runs four hospitals and a range of community services serving the communities of Oldham, North Manchester, Bury and Rochdale borough.

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 the Salford Royal NHS Foundation Trust. A leadership structure has been put in place, with one Board of Directors now overseeing both Salford Royal and The Pennine Acute Hospitals NHS Trusts.

CQC Ratings

The CQC can give one of four ratings to NHS Trusts and services: 'Outstanding', 'Good', 'Requires Improvement', or 'Inadequate'.

In August 2016 the CQC gave the Trust an overall 'Inadequate' rating. Overall, the rating of the Trust has since improved, from Inadequate to Requires Improvement following its unannounced inspection of services carried out in October/November 2017. The CQC has rated safety, effectiveness and responsiveness as Requires Improvement. Caring and Well-Led are rated as Good.

There are now no longer any services across the Trust's hospitals that are rated Inadequate.



The CQC's overall rating is 'Requires Improvement', with the ratings being:

	March 2016	October 2017
Safe	Inadequate	Requires Improvement
Effective	Requires Improvement	Requires Improvement
Caring	Good	Good
Responsive	Requires Improvement	Requires Improvement
Well Led	Inadequate	Good
Overall	Inadequate	Requires Improvement

Key Findings

- All services are now rated as Good for Caring
- Now no longer any services across the trust's hospitals that are rated Inadequate.
- Significant changes to leadership and management structures; staff talked positively about strengthened local leadership at each hospital site
- Supportive and open culture which is now focused on learning and improvement
- New governance frameworks are being established, but this is work in progress
- Effective processes are now in place for the safe management of medicines
- Staff are reporting more and managing patient safety incidents well; lessons learned are being shared
- Staff from different teams are working together as a team for benefit of patients
- Staff involve patients and their carers in decision about their care and treatment
- Concerns and complaints are taken seriously and are investigated
- Recognised need for further investment in IT systems and infrastructure
- Significant improvements in frontline staff recruitment across key services
- Maternity service improved in several areas - now Good at Oldham and NMGH
- Urgent and emergency care has showed improving picture in meeting national performance standards, despite ongoing pressures and increased A&E demand

Key Hospital Ratings

Fairfield General Hospital, Bury – Rated Good

- Medical care provided at Fairfield including older people's care rated Outstanding
- Urgent and Emergency care – overall rating improved to Good
- Surgical services rated Good for Caring, Responsive and Well led, but remains on Requires Improvement for Safe and Effective
- Medical and nurse staffing had improved across services

The Royal Oldham Hospital – Rated Requires Improvement from Inadequate

- Maternity services has improved significantly with overall rating given as Good
- Urgent and Emergency care – overall rating improved to Good
- A&E patient waiting times in A&E has significantly improved despite high demand

- A&E working with CCG and partners to further develop urgent care services
- Rating in Safe services for urgent and emergency care has improved to Good
- Surgical services were rated Good for Caring, Responsive and Well led
- Critical Care services has improved
- Services for children and young people has improved

North Manchester General Hospital – Requires Improvement from Inadequate

- Maternity services at NMGH has improved from Inadequate to Good
- Urgent and Emergency care – overall rating improved from Inadequate to Good
- Both adult and paediatric A&E depts. have improved and have strong plans and innovations to improve quality of care and performance further
- Significant improvement in A&E performance and reduction in 12 hour waits
- Medical care including older people’s care has improved

Rochdale Infirmary and Community Services

The CQC did not inspect Rochdale Infirmary or Community Services which were rated as Good overall at the last inspection in 2016.

The ratings for each hospital and community services are listed below:

	2016 Rating	2017 Rating
NMGH	Inadequate	Requires Improvement
Royal Oldham	Inadequate	Requires Improvement
Fairfield General	Requires Improvement	Good
Rochdale Infirmary	Good	Good
Community Health Services	Good	Good
Overall	Inadequate	Requires Improvement

The CQC found ten areas of notable outstanding practice. This includes the fact that the Trust had implemented the Nursing and Accreditation system across all sites. This is a nationally recognised assessment tool designed to support nurses in practice to understand how they deliver care, identify what works well and where further improvements are needed. All wards had been assessed and reassessed and there was clear evidence of improvement with the introduction of this system.

Commenting on the CQC Inspection Report Sir David Dalton, Chief Executive, said:

“It’s been a difficult and challenging 18 months and this has meant a lot of hard work, dedication and willingness by staff to implement our improvement plan across our services. The CQC’s findings are a testament to this hard work and commitment. I’ am delighted that the efforts of



staff have been recognised by the CQC and that it confirms independently that we are making real positive progress and on track to deliver the improvements that our staff, our patients and their families deserve and expect.

"I am privileged to see the incredible care our staff provide 24/7, 365 days a year, and for that I on behalf of the Board of Directors and our patients wish to thank them publicly.

"We are encouraged that all of our hospitals and services run by our new Care Organisation leadership teams have improved. It is hugely satisfying that the areas which have shown most improvement are those which were our most fragile: maternity services at both North Manchester and Royal Oldham are now rated as good; and children's services which were inadequate are now rated as requires improvement at both North Manchester and Oldham. Of particular note is the Medical Service at Fairfield General Hospital which has improved by two ratings to outstanding. This rates the medical services at Fairfield to be one of the best alongside our Salford Care Organisation in Greater Manchester and amongst the best in the country.

"It is remarkable that our acute hospital services across Oldham, Bury, Rochdale and North Manchester now have 70% of their rateable services, by domain categorisation, assessed as good or outstanding. This is a phenomenal achievement.

"However, we know that we still have more to do on our journey of improvement, particularly across a number of areas and services that require more focus, more support and more investment. But this CQC report will, I'm sure, help further energise and drive our staff to make the further improvements needed so that we can achieve our aim to be an outstanding rated service.

"I am delighted that the well-led domain has improved by two ratings from Inadequate to Good. This provides great feedback that our new 'Group' governance and leadership arrangements for the Northern Care Alliance NHS Group along with our colleagues and services at Salford Royal have quickly gained traction, and this provides a strong platform for the further development of the Alliance. We will further use this model to share learning, resources, best practice and deliver better patient outcomes and other benefits."

About the Northern Care Alliance NHS Group

The new Northern Care Alliance NHS Group brings together five hospitals, 2000 beds, specialist and acute services, a range of associated community services, and over 17,000 staff across Salford Royal NHS Foundation Trust and The Pennine Acute Hospitals NHS Trust.

As a group of hospitals and associated community services, the Alliance is one of the largest NHS Organisations in the country. With an operating budget of £1.3bn, the Alliance provides the benefits of scale but delivers this locally through multiple hospital sites and healthcare services. The Alliance oversees four Care Organisations for Salford, Oldham, Bury/Rochdale, and North Manchester which are responsible for providing hospital and community healthcare services to over 1m people across our local communities. Each Care Organisation and hospital sites has its own leadership team led by a Chief Officer and consisting of a Medical Director, Director of Nursing, and Finance Director.