

# PAT Transactions update

**Salford Royal's proposed formal acquisition of  
Royal Oldham, Fairfield and Rochdale sites**

**Cementing the future of these sites as part of  
Northern Care Alliance NHS Group**



**23 April 2019**

# NCA Vision -

## 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

# Our Values -

**Patient and People Focus** | **Accountability** | **Continuous Improvement** | **Respect**

# Transaction Process and Timeframe

SRFT and MFT have each finalised their Strategic Cases and submitted them to NHS Improvement (NHSI) at the end of March.

Coming weeks

NHS Improvement review the Strategic Cases and gather information

4-6 Weeks

•NHS Improvement decide whether SRFT/MFT should proceed to develop a Full Business Case.

If approved

End March 2020

•PAT Transaction scheduled to complete. PAT will formally dissolve and sites transferred.

# SRFT's Strategic Case Overview

- We are now in our 4<sup>th</sup> year of collaboration – together our staff have supported each other and delivered improvements and transformations which provides care to patients we know they deserve.
- Under leadership and partnership working with SRFT, we have secured over £30m in stabilisation & capital investment to PAT, and have recently secured further funding to be a Global Digital Exemplar Fast Follower.
- The Acquisition will formalise this arrangement and make it permanent through SRFT acquiring the previous PAT services and sites in Bury, Oldham and Rochdale.
- The transaction will reinforce and further enhance the improvements made since the NCA was created. Key components discussed within our strategic case include:



The Acquisition addresses ongoing and extensive challenges, creating a high quality and financially sustainable future for the services provided across Oldham, Bury, Rochdale and Salford.



Further development and use of quality improvement methodology, digital know-how, NAAS and our experience of supporting staff to standardise at scale will continue to transform safety, quality and productivity across the group. This has delivered real improvements across the NCA.



The future success and sustainability of local healthcare services across Salford, Oldham, Bury and Rochdale can only be truly achieved through the acquisition, genuine partnership working, and a joint ambition to reform and transform.



We understand the risks and issues across PAT and SRFT and have the solutions to create transformation across the NCA. Our plans present an investible proposition aligned with local, regional and national strategies. The people of Bury, Rochdale and Oldham deserve high quality and sustainable services.



We have worked together on understanding the significant investment required across PAT sites – and have identified capital requirements and investment required for estates, technology and service development.

# Example benefits to our staff & patients

Improved staff experience	Improved finances	Improved population health	Improved patient experience
<p>Creating the NCA brand as a leader in staff satisfaction and a great place to work – building on our work together to date.</p> <p>A culture of broader understanding and shared purpose</p> <p>We will attract and retain more staff through our brand and strategy</p> <p>Improved brand and reputation will increase pride</p> <p>Economies of scale leading to enhanced employee benefits</p> <p>Standardisation and training will empower staff in their role</p>	<p>A financially sustainable future for our system stakeholders</p> <p>Opportunity to share the cost of commissioning services</p> <p>Procurement savings maximising economies of scale</p> <p>Maximise research income</p> <p>Improved healthcare value through economies of scale</p> <p>Reduction in duplication will optimise cost reduction</p>	<p>Sharing CQC “Outstanding” rated best practice from Salford Integrated Care Organisation</p> <p>Developing LCOs with our experience across our geography</p> <p>Integrated systems eliminating unwarranted variations in health outcomes</p> <p>Standardisation eliminating unwarranted variations in processes of care</p> <p>Alignment with GM and wider population health priorities</p>	<p>Providing the care our patients deserve – continuing our improvement journey evidenced by CQC.</p> <p>Sharing best to practice to deliver reliable and excellent care to patients</p> <p>Timely access for our patients to diagnostics, care and specialist care</p> <p>Consistency and equity of services</p> <p>Improved pathways across all local care organisations</p> <p>Improved patient outcomes through standardisation</p> <p>Empowering patients to deliver self care</p>

# “Disaggregation” of PAT services

- SRFT and MFT are working together to agree the process of ‘disaggregation of services’ to enable the safe transfer of the appropriate services and resources to both acquiring Trusts.
- Some services will have changes in management arrangements.
- The process looking at services provided from NMGH will be complex due to current arrangements of clinical and non-clinical services across PAT.
- ***For Clinical Services*** - high level decisions have been reached for nearly all services to align to one of a number of Models. Services will be either:
  - 1) acquired in their entirety to either SRFT or MFT.
  - 2) acquired by one of the Trusts, but with SLA to ensure continued provision of services on other the sites, ensuring patient safety and service resilience.
  - 3) separated into component parts with one part acquired by MFT & the other acquired by SRFT.
- Workshops will now be arranged with directorate management to examine the allocation of each service to one of the Models.
- ***For Corporate Services*** - high level discussions will now be held between corporate function directors from SRFT, MFT, and PAT to identify the appropriate Model for each corporate service, after which workshops will be held.
- Both SRFT and MFT will ensure regular communications and staff engagement across all sites.

# Next steps

- Patrick Crowley, former Chief Executive of York Hospitals FT, has taken up post as the Executive Director who will oversee the transactions on behalf of Pennine Acute Trust.
- Communications and staff engagement will increase through the Business Case stage – we will be providing further updates on sites at future sessions.
- Aim remains to complete the transactions, the dissolution of PAT and transfer of services to SRFT and MFT by end of March 2020, subject to due diligence, agreement of financial plans, approval of business cases.
- The next significant part of the process during Spring and Summer is to work through how the current PAT clinical and corporate services align to either MFT or SRFT (called the disaggregation of services).
- This work over Spring and Summer will focus on arrangements at a service level.
- A second phase of work in the Autumn will look at the implications for individual staff and will pay full regard to the relevant TUPE obligations and staff side/union involvement.
- In addition, the outcome of the GM Healthier Together and Theme 3 (Improving Specialist Care) will also change the way that specialist hospital services are provided over the coming years – including where services are hosted. Options are still being developed.