

PENNINE ACUTE HOSPITALS NHS TRUST (PAT) TRANSACTIONS PROGRAMME UPDATE

8 October 2019

OVERVIEW

- NHS England and NHS Improvement (NHSE/I) and Greater Manchester-wide system stakeholders and partners continue to work together to develop a long term solution for the Pennine Acute Hospitals NHS Trust (PAT)
- Agreement that a new ownership and long-term management arrangement is essential to support the future clinical, financial and workforce sustainability of the hospitals and services currently run by PAT
- Future arrangements are an opportunity to strengthen how acute and community based services in these areas are delivered for patients and service users
- Optimise the use of the hospital estate on the PAT footprint – The Royal Oldham, Fairfield General Hospital in Bury, Rochdale Infirmary, and North Manchester General Hospital (NMGH)
- Once in a lifetime opportunity to secure the long-term future of each of the PAT hospital sites, partners are committed to ensuring we get this right
- Complex process that includes the need for a solution to secure the required capital investment, and will therefore take some time to complete

BENEFITS TO PATIENTS AND STAFF

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 - Improve the recruitment and retention of appropriately skilled workforce. Access to strong organisational development programmes.

Financial / Operational - Improve operational performance. Ensure resource is focussed appropriately

Enhance Research and Innovation

Enhance Education and Training

Sharing Best Practice across Group

PM VISIT AND NMGH ANNOUNCEMENT

- On Sunday 29 September, staff at North Manchester General Hospital welcomed a visit by the Prime Minister, Boris Johnson, and Health Secretary, Matt Hancock.
- The visit coincided with the announcement that the North Manchester site is one of a number of hospitals that is earmarked to receive additional capital funding over the coming years as part of the Government's Health Infrastructure Plan.
- The funding will be at the cornerstone of the ambitious plans to redevelop the hospital and care facilities on the NMGH site
- There was an acknowledgement and recognition that our staff continue to provide high quality care with pride and compassion, despite the challenges of working in some of the oldest and most challenged hospital estate in the NHS.
- Staff have worked incredibly hard and made significant improvements in quality and safety outcomes over the past few years across all PAT sites and this provides a really positive context when the case for investment is being put forward.

DEVELOPING THE PENNINE ESTATE

- Work is continuing with regulators to secure capital that has been committed for The Royal Oldham as part of the GM Healthier Together Programme and the phase 4B capital bid for backlog maintenance, bed and critical care capacity.
- Capital investment is required to upgrade parts of the Royal Oldham site and IT infrastructure across all PAT sites. There is a real need to:
 - Improve and modernise facilities to 21st century standards across the North East Sector and in particular in Oldham
 - Increase the bed and critical care capacity necessary to enable us to realise the changing acuity of patients and to meet the needs of those high risk patients designated for the Oldham site
- All partners all committed to securing capital investment required for NMGH, The Royal Oldham site and to upgrade IT infrastructure across PAT.

SECURING CAPITAL FUNDING

- Discussions are on-going with national bodies with the aim of securing a significant investment. This is being considered by NHSE/I and the Government subject to rigorous due diligence, agreement of financial plans and approval of business cases.
- However, any long term capital settlement for the NHS will need to be agreed as part of the multi-year Government spending review now expected in 2020. The progress of these discussions will influence how the transaction processes develop.

PROGRESS AND TIMEFRAME

- A strategic case outlines the reasons, benefits and strategic plans for a formal acquisition. Strategic cases for the proposed acquisitions were submitted to NHSE/I by Salford Royal (SRFT) and Manchester University NHS Foundation Trust (MFT) in March 2019.
- NHSE/I currently reviewing both strategic cases as the decision-making authority. This is a complex process that includes the need for a solution to secure the required capital investment, and will therefore take some time to complete.
- Following strategic case review NHSE/I will then decide if SRFT and MFT can proceed to full business case development.
- If approved, there will be significant further work for SRFT and MFT to do on the development of business cases.

PROGRESS AND TIMEFRAME

- Post transaction implementation plans will also need to be developed alongside the business cases, including service continuity arrangements and transfer of employment for staff (under TUPE).
- All partners are committed to confirming future arrangements for the running of PAT sites and services by 31 March 2020, but it is looking unlikely that a formal legal transaction and the transfer of staff to SRFT and MFT can now be completed by this time. This is in part due to the challenges outlined in relation to capital funding.
- The need to secure the required capital investment does not mean progress will be halted on aligning service and management arrangements for sites with the long term plans.

PROGRESS AND TIMEFRAME

- Options are currently being considered for how this split and reorganisation can be put in place ahead of the transactions.
- MFT and SRFT are now working with NHSE/I to identify alternative arrangements that could be agreed by April 2020, so that NMGH can effectively be managed as part of the MFT Group, with the Oldham, Bury and Rochdale sites continuing to be managed by SRFT as part of the Northern Care Alliance NHS Group (NCA).
- Formal transactions would then be completed at a later date.

KEEPING SERVICES SAFE

- Whilst there is a process to support the proposed legal transactions, and possible interim arrangements, MFT and SRFT are continuing to work together, engaging with senior clinicians and managers across PAT to understand and prepare for how services will be provided safely and effectively in the future.
- Both SRFT and MFT have made clear that no material changes will be made to services on Day 1 following implementation of either a formal transaction or an alternative arrangement.
- The future arrangement and reorganisation of PAT will ensure the long term clinical, financial and workforce sustainability of these hospitals and services across the north part of GM.

KEEPING STAFF INFORMED AND ENGAGED

- Regular communications and on-going engagement with clinical and non-clinical staff across PAT remain a key priority for PAT (and the acquiring Trusts SRFT and MFT)
- Joint internal comms and staff engagement sessions involving MFT directors attending the NMGH site continue, and equal emphasis on staff engagement and briefings given to staff on the other PAT sites
- Local Healthwatch partners continue to be updated and involved in the process, through briefings by SRFT and MFT directors
- Appropriate public and patient communication and engagement around future plans for PAT hospitals and services will increase where required during 2019/20 as part of the Business Case stage
- This will ensure the public are informed and reassured about access to their hospital services as no major services changes are expected from Day 1 post-transaction i.e. no changes to A&E or Maternity services.
- Engagement and regular updates on the PAT Transactions are being given to Local Authority Cllr members of local HOSCs by GM HSCP and SRFT and MFT, and at quarterly meetings of the Pennine Acute Joint HOSC.

QUESTIONS AND DISCUSSION