

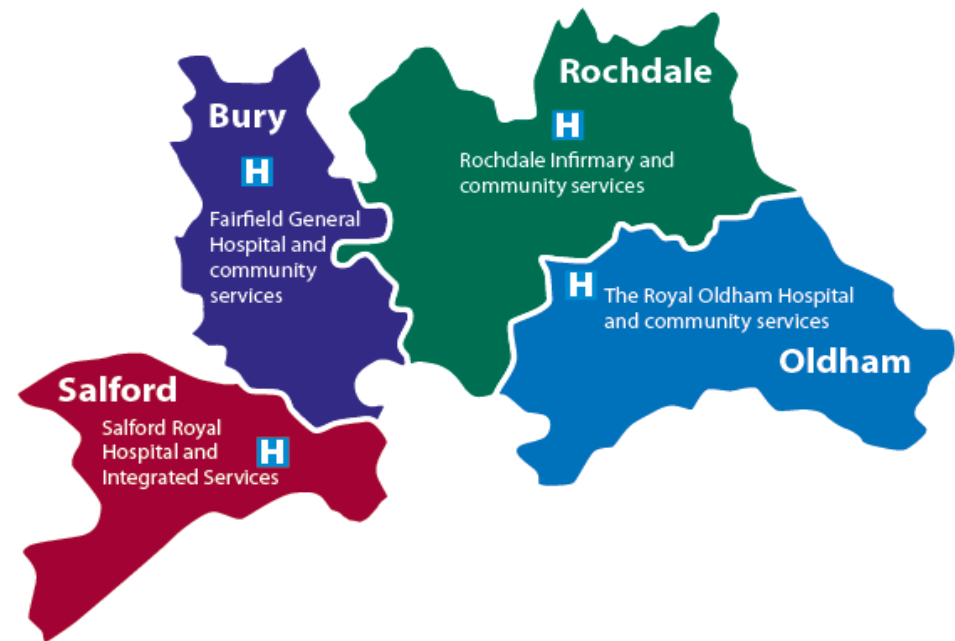
Bury Care Organisation and the Northern Care Alliance

Bury Health Scrutiny Committee
21st July 2022
Steve Taylor, Chief Officer



The Northern Care Alliance – who are we and what do we do?

- Northern Care Alliance FT created on 1st October 2021.
- Brings Bury, Oldham, Rochdale and Salford hospital and community services together formally.
- The way we work is intrinsically linked to each Locality, not forgetting that we also operate some regional and national services.
- Each locality has a Care Organisation which runs the hospital and community services in that place.





The Northern Care Alliance – who we are and what we do?


Our Populations and Services


NCA provides a wide range of hospital, community health and care services to over one million people across Bury, Oldham, Rochdale and Salford boroughs, as well as specialist care to patients from Greater Manchester and beyond.


Patients and service users may receive health and care at home, in the community or at one of our four main hospital sites: Fairfield Hospital in Bury, The Royal Oldham Hospital, Rochdale Infirmary and Salford Royal. To illustrate the scale and range of our services, each year we provide:

 **850k** Contacts with people in the community

 **270k** Urgent Care attendances, including A&E

 **1m** Outpatient appointments

 **700k** Diagnostic scans (X-ray, CT, MRI and ultrasound)

 **1m** Prescriptions given to inpatients, outpatients, patient discharges and wards


 **5000** Babies delivered


Our People

Across our hospitals and community services we employ over 20,000 people – our “NCA family” – including:

 **5000** Nurses and midwives


 **1400** Doctors


 **1500** Community colleagues, including more than 400 social care professionals

 **1000** Colleagues working in our A&Es and Urgent Care Centres

 **1400** Allied health professionals

 **6200** Health care support workers

 **1100** Estates and facilities professionals

 **3400** Corporate support colleagues, including research, digital, and patient safety teams

Northern Care Alliance Executive Leadership Team:

Dr Owen Williams, Chief Executive

Dr Chris Brookes, Chief Medical Officer

Ian Moston, Chief Financial Officer

Jacqui Burrow, Interim Chief Nursing Officer

Jude Adams, Chief Delivery Officer

Jack Sharp, Chief Strategy Officer

Nicky Clarke, Chief of People

John Llewelyn, Interim Chief Digital and Information Officer

The NCA Mission, Vision and Ambitions

Explaining our Mission, Vision and Ambitions

VISION

Our Mission

**Saving Lives,
Improving Lives**

We have a shared purpose and are committed to improving safety and effectiveness, giving an excellent experience, and promoting inclusion and equality.

Our Vision

Safest and most effective organisation

Excellent outcomes and experience

Improve health and tackle inequalities in all our places

The place where people want to work

Our Ambitions

Population Health

Improving Population Health in all our Places, working with Partners



Our People

Caring for and Inspiring our People



Improving Quality

Improving Quality – safety, experience, outcomes



Transforming Performance

Improving Performance – meeting and exceeding standards



Supporting Development

Supporting Social and Economic Development in all our Places



Financial Sustainability

Financial sustainability – of our Organisation and Places



Ambition 1



Improving Population Health in all our places, working with Partners

What this means

We will help improve our population's health and reduce inequalities, both through the services we provide and by collaborating with Partners. Together we aim to reverse the effects of poverty and disadvantage on health and quality of life.

Many factors influence someone's health and wellbeing – health and care services are part of a bigger picture. With a clear focus on our places, the NCA will work with partners to create and take opportunities to improve our population's health. This includes identifying and reducing health and care inequalities.

We will 'make every contact count', helping people access healthy living advice and support. All of our ambitions support Population Health in some way, such as by making access more equal (in Performance) and addressing wider determinants of health (in Social and Economic Development).

We recognise the need to collect, analyse and use good quality data to drive improvements in awareness and performance, to reduce unwarranted variation in all of our ambitions. We will challenge our current practices to identify causes of inequalities in care. We aim for fairness and equality of access and outcomes across diverse populations. Collaborating with partners, in each of our places, we will improve the lived experience, opportunities and health outcomes of the people we serve.

What we will measure – to 2025

With partners we have identified a suite of measures important to our four localities, where collectively we can make the greatest improvements to population health, with each partner galvanised behind and contributing to achieving the measures. This is built around a whole life course model, used across the GM ICS. For each measure we will aim to be amongst the best of our statistical neighbours, by locality;

Start Well

- Increasing % of children at or above expected level of development at age 5.
- Sustained reduction in infant mortality, including a reduction in low-birth-weight babies.

Live Well

- >75% cancers diagnosed at an early stage.
- Reduction in under 75s mortality from conditions considered preventable.
- Reduction in health-related worklessness, focusing on musculoskeletal disorders and mental health.

Age Well

- Reduction in emergency hospital admission numbers.
- Reductions in falls and fragility fractures.
- Reduction in excess winter mortality.

Future measures – ten years

- Trajectories to be agreed, with partners in our localities, for 2025 and beyond.

Bury Care Organisation provides acute and community services within the Bury locality:

- Fairfield General Hospital provides medical care and elective surgery, with some specialties serving either all / other Care Organisations within the NCA, such as Specialist Elective Orthopaedics.
- Bury community health services include a range of Universal Children's services and also Children's Targeted services. In addition there are 5 integrated neighbourhood teams of which District Nursing forms a part as well as combining and hosting Adult Social Care within these areas.

Bury Care Organisation in Numbers

*Q4 2021/22

**Figures for year 20/21 and will therefore reflect activity changes experienced over Covid-19

Key services on the Fairfield Site

A&E

service also receives attendances from the population of Rochdale

Cardiology

service covers populations of Bury, Rochdale and Oldham

Care of the Older Person

Critical Care

service networked to Salford

ENT

service covers populations of Bury, Rochdale and Oldham

Elective Orthopaedics service covers the whole of the NCA population (Bury, Rochdale, Oldham and Salford)

Respiratory Medicine service covers populations of Bury, Rochdale and Oldham

Stroke

service covers populations of Bury, Rochdale and Oldham

Bury Care Organisation Leadership Team:

Steve Taylor, Interim Chief Officer

Dr Vicki Howarth, Medical Director

Catherine Wilkinson, Director of Finance

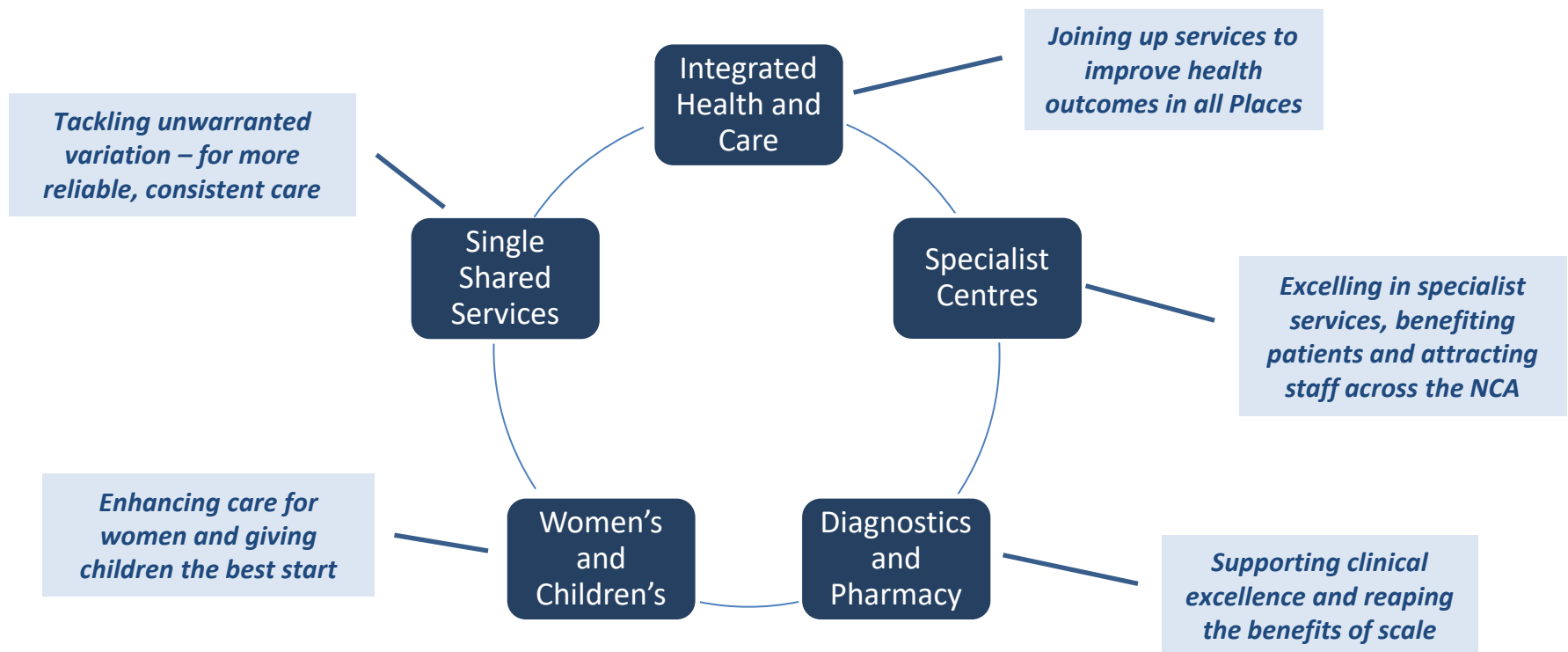
Penny Lloyd-Martin, Director of Operations

Emma Shooter, Director of HR

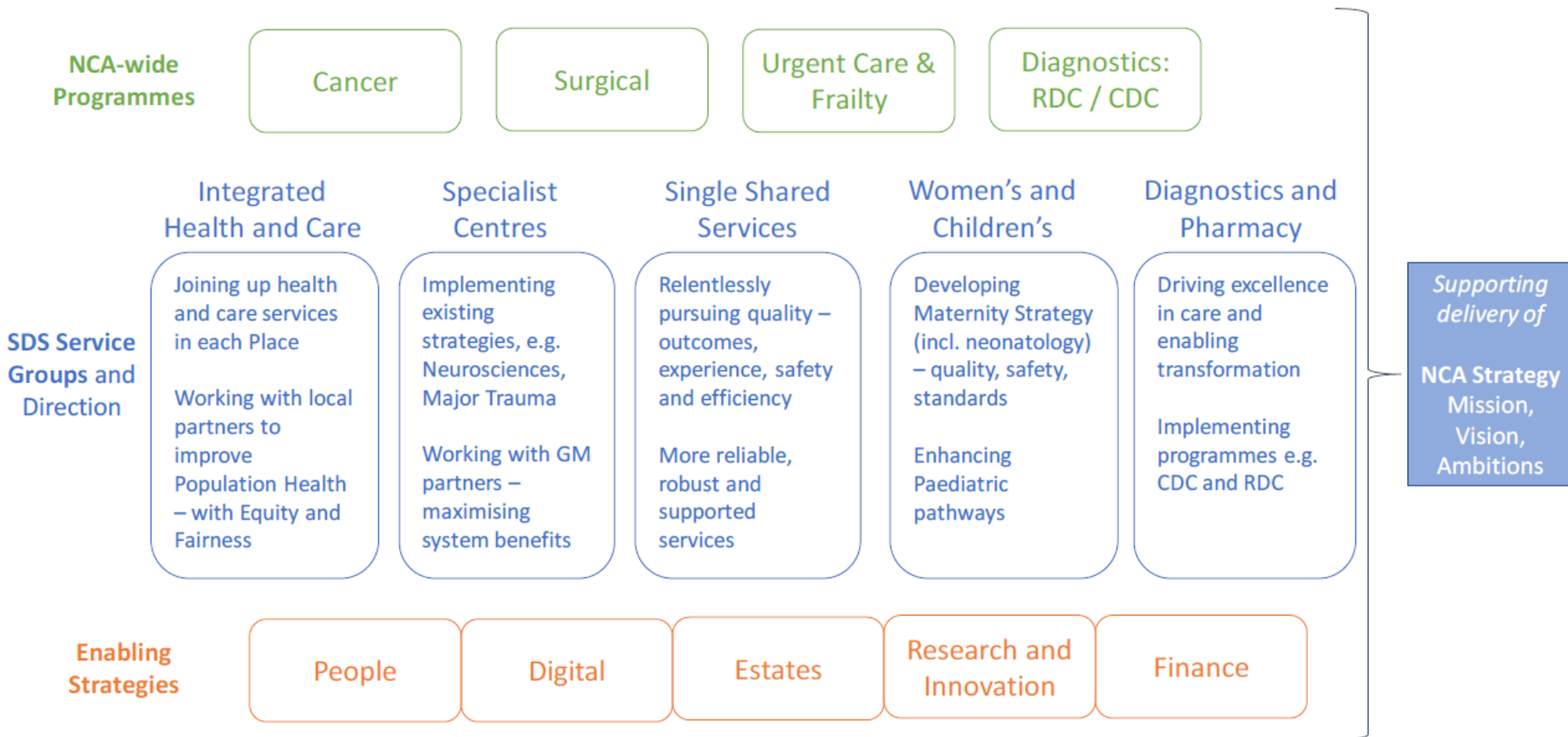
Kath Wynne-Jones, Chief Officer, Bury Integrated Delivery Collaborative

What approach are we taking with our services?

We have grouped our range of services into five categories in order to identify common themes and opportunities for improvement, as well as core standards, summarised below.



NCA Programmes, Enablers and Service Direction



Social Value

Social Value Mission – “the deliberate and purposeful use of our people to support the economic development of place to improve population health and well-being”
Enabled by Group – Delivered in Place

»»» NCA Futures



PLACE

Supporting place based initiatives to overcome structural inequalities and anchor our economic, social and human capital into our communities.



PEOPLE

As the largest employer increase by 5% local people being employed by creating pipelines to employment. Inspire and support children and young people.



PURCHASING

To increase our local influenceable spend by 10% focusing on food, social care, capital and local business



ANCHOR

To influence the local and national economic debate post COVID & share our learning wider. Inter-connect with our ED & I ambitions.

Placed based conversations – linked to LCO development, workforce transformation, economic strategies, post COVID recovery.
Twice a year **NCA Community of Practice** – to support and challenge

Social Value

- The Northern Care College Alliance has been established between NCA, Bury, Oldham, Salford City Colleges and Hopwood Hall (Rochdale).
- The NCA currently support 58 T level adult nursing, digital, healthcare scientist and construction students.
- Plans are underway to support the next 80-90 T level students from the colleges commencing Sept 2022.
- NCA aims to increase local employment so that 60% of our staff are from our localities from 2025 (for Bury Care Org this is currently 30% in locality and 32% across the NCA footprint)