

# Summary of proposal for the acquisition of North Cumbria University Hospitals NHS Trust

This proposal articulates how, as one new organisation forming what would be one of the largest foundation trusts in the country, we will work together to secure a broad range of local services and set standards which match the best in the UK including areas such as maternity and emergency care services.

This will all be delivered whilst maintaining financial security and driving up further the quality of healthcare services through a culture of continuous improvement and shared learning. Every step of the way, our activity will be designed to deliver better patient outcomes and experiences for the residents of Carlisle, Whitehaven, North Tyneside, Northumberland and surrounding rural communities.

We believe that we are uniquely placed to be appointed as the preferred bidder because of the wealth of experience we have in delivering healthcare services to diverse communities, and the common issues that both trusts face on a daily basis in doing so.

Our proven track record of strong financial management and nationally-renowned leadership approach supports both clinical and business excellence and innovation at every level of the organisation. This, coupled with our leading-edge approach to patient experience, an open and transparent culture and proactive partnership approach with public, private and the

voluntary sector, positions Northumbria Healthcare NHS Foundation Trust as the provider of choice for this acquisition.

## About Northumbria Healthcare

Northumbria Healthcare has built a positive national, regional and local reputation for delivering some of the best healthcare services in England, through its commitment to partnership working (most specifically with patients, GPs, commissioners, local authorities and politicians), clinical leadership at every level, strong financial management and business acumen.

The Trust provides hospital and community-based health and social care to over half a million people across North Tyneside and Northumberland – covering one of the largest geographical patches in the country. We are nationally recognised as a high performing organisation, and providing world-class healthcare for the communities we serve is our ambition.

Our fundamental principles of a strong sense of community and ethos of public service are at the heart of why Northumbria Healthcare wishes to be appointed as preferred partner for the acquisition of North Cumbria University Hospitals NHS Trust.

By building on the successes already achieved at North Cumbria University Hospitals NHS Trust (North Cumbria), using collective experience of delivering a range of complex services within rural communities, our tried and tested leadership and business model, providing some of the best services in the country across 2,000 square miles, our previous experience in merging large organisations and a strong open and engaging culture, makes Northumbria Healthcare uniquely placed to be the successful acquiring partner.



Jim Mackey  
Chief Executive



Brian Flood  
Chairman

# The natural choice

## What makes Northumbria Healthcare the natural choice?

The synergies that already exist across both trusts automatically differentiate Northumbria Healthcare from other potential bidders for North Cumbria.

- Significant experience and knowledge in providing care to dispersed rural communities.
- Greater understanding of managing healthcare from multi-site configurations and the sustainability issues that poses.
- Track record in managing complex work patterns to ensure sustainability of healthcare services in rural communities.
- Ways of working that place patients central to decision making.
- A comprehensive approach to patient experience enabling continuous service improvement in frontline care. The Trust is advising nationally on embedding patient experience approaches across the system.
- Experience of, and learning from, successfully managing other significant transactions and mergers.
- Track record in building the confidence in what the Trust does with staff, patients, carers and the public.
- Experience as an integrated service provider in developing new pathways and keeping services for patients closer to home.
- Excellent working relationships with primary care, local authorities and other key stakeholders from the public, private and voluntary sector with a strong commitment

to ongoing partnership working.

- A mature, robust and equal partnership with our commissioners.
- Strong inclusive organisational culture built on the premise of openness, mutual support and transparency.
- Excellent clinical relationship across primary and secondary care.
- National recognition at multiple levels for training and development.
- Leadership is nationally recognised as one of the best in England.
- Northumbria Healthcare boasts some of the best staff and patient satisfaction results in England.

Northumbria Healthcare is nationally recognised as one of the best foundation trusts in England, with many accolades achieved over a number of years including the **CHKS top 40 hospitals award for four consecutive years**, the Board leadership award for patient safety in 2009, and commendation for acute organisation of the year, 2010.

All of the above, coupled with maintaining a strong financial position for the short, medium and long term, business acumen and commercial approach to business development allows surpluses to be reinvested in frontline care.



## Benefits for North Cumbria

This acquisition will be mutually beneficial for both North Cumbria and Northumbria Healthcare by building on the successes of both trusts and agreeing a unified ambition, addressing the common issues faced as one, and working with stakeholders across the system.

The new integrated organisation will be able to develop a more sustainable, efficient and effective service designed to the highest quality standards for the local communities.

The overarching aim driving this new integrated organisation is to deliver world-class healthcare for patients by using clinical and business excellence and is founded on a strong public service ethos.

North Cumbria will benefit from a robust governance structure and comprehensive clinical and business systems and processes designed to support the success of what would be one of the largest foundation trusts in the country.

With that comes stability, financial flexibility and a critical mass which protects the delivery of more healthcare services closer to patients' homes, whilst providing opportunities for economies of scale.

One integrated trust will achieve the following benefits for North Cumbria:

*Continued on page 3*

# A proven track record of strong leadership delivering benefits from day one

*Continued from page 2*

## For our patients:

- ✓ Remove the 'cloud' of financial, performance and regulatory troubles from its local hospitals.
- ✓ Improve confidence in North Cumbria secondary care services.
- ✓ Ensure focus is on continuous improvement - not just on survival.
- ✓ Secure and enhance local services including specialist care.
- ✓ One clinical ambition so that the healthcare provided is the very best in class.
- ✓ Continuously improve the quality of the services provided thus increasing patient experience and satisfaction.

## For our staff:

- ✓ Removal of the 'cloud' of financial, performance and regulatory troubles from their employing organisation.
- ✓ As a result, freeing up staff to focus energies on improving care.
- ✓ Improve confidence in themselves and their organisation.
- ✓ Enhance retention and recruitment, personal and professional development and satisfaction.

## For the organisation:

- ✓ Being part of an experienced and credible foundation trust with a proven track record of strong leadership backed up with highest quality delivery.
- ✓ Tackling, as one organisation, the common challenges in providing healthcare services within the current economic, social and political environment.
- ✓ Be part of an organisation which demonstrates national leadership in the fields of patient experience and data quality.
- ✓ Enhance quality systems, leadership model and business style.
- ✓ Culture conducive to learning and development at every level.
- ✓ Benefit from opportunities of foundation trust flexibilities:
  - commercial and business development.
  - flexible opportunities for borrowing and investment.
  - improve governance and engagement models.
- ✓ Increase insight into the views of patients and staff of how to improve care.

## For public, partners and others:

- ✓ Secure local employment.
- ✓ Work for a trust with a strong sense of sustainable development within the communities it serves.
- ✓ Build confidence with politicians, regulators and other partners so that services can be moved forward without the distraction of recovery processes.
- ✓ Help partners work together to drive forward care provision and integration.
- ✓ Mature robust relationships with primary care/commissioners.

## The benefits to Northumbria Healthcare

Selecting Northumbria Healthcare as the preferred bidder will strengthen both organisations through one strategy, designed to address the common challenges and issues that both organisations are currently tackling in isolation in a number of different ways:

- **Unified goal** – Northumbria Healthcare and North Cumbria face similar issues as both trusts deliver services within complex environments, within financial constraints, whilst enhancing the quality of the services delivered to patients. This common challenge requires a unified goal which is delivered through strong leadership and financial management. Through an open, transparent and engaging culture, supported by a strong sense of duty to deliver the best possible patient outcomes, we will demonstrate that Northumbria Healthcare and North Cumbria are better and stronger as one.
- **Greater scale** – considerable opportunities exist for economies, enhanced negotiating strength and driving cost reductions, which can be reinvested into frontline clinical services as well as service improvement benefiting patient care and experience:
  - Single 'best in class' systems and processes for example IT, quality and assurance, financial and HR systems.
  - Smaller functions and teams are made more viable through greater volume.



*Continued on page 4*

# First steps for a successful future

Continued from page 3

- Contracting capability and capacity will be strengthened, including capital investments and procurement.
- Potential for management cost reductions.
- **Prevention of centralisation** - aggregating respective populations will prevent 'centralisation creep', allowing us to further develop local in-house specialist services and wherever possible, repatriating care alongside delivering services closer to home.
- **Sharing of best practice** – both parties have notable examples of innovation and good practice, which will benefit patient care directly by disseminating formally across the area.
- **Reputational gain** – the success of this approach in delivering a new concept of organisation through multi-site district general hospitals will not only secure our joint future, but place us at the leading edge nationally.
- **Enhanced retention and recruitment** – the benefits of all the above will make the new organisation an increasingly attractive employer – one which is able to continue to recruit the very best of staff thus sustaining further the delivery of services closer to patients' homes.



## First steps to success

Some key elements of our approach to achieve success include:

- **Visible leadership and management**
  - Ensuring chief executive presence and visibility in the run into acquisition and more formally from day one.
  - Constructing a members' and governors' body that reflects the needs of North Cumbria. With over 90,000 members, Northumbria Healthcare has one of the largest foundation trust memberships in England. 71 representative governors are proactively engaged in trust business and form part of a robust governance model supporting Board activities. We will build a similar model in North Cumbria.
  - Creating immediate clinical and managerial alignment across the organisational geographic boundaries - building on successful models of service delivery.
  - Reviewing the management system to encourage a strong Business Unit model and support organisational turn around and stability in North Cumbria for the short, medium and long term.
  - Establishing with GPs and commissioners, clear mechanisms for effective engagement, review and decision making between primary and secondary care.
  - Establishing the appropriate balance between devolution and corporate decision making.
  - Embarking on a detailed organisation development plan to enable positive engagement with staff and staff side to secure and stabilise a new integrated organisation.

## ● Clinical services

- Promoting a clinical model based around consultant-led service delivery with earliest senior/consultant assessment and delivery, and maximised use of highly-skilled and specialised staff and staffing arrangements.
- Defining and agreeing standards for locally-based teams across the Trust, with strong linkages between departments and robust clinical leadership. Clinical leaders to regularly come together to share best practice and understand variations in care, supporting and driving up local performance to 'best in class'. *Measured through regulatory compliance, clinical datasets, and patient experience.*
- Using the critical mass, achieved through joining up the forces of two current Trusts, to achieve one unified ambition to deliver world-class healthcare. This unified approach will enable this Trust to provide an increased range of in-house speciality services, closer to patients' homes, across both organisations' geographical boundaries. This increases choice for local people, improves access to services and improved outcomes and patient experience. *Measured through patient experience, waiting times and governor mechanisms.*
- Using economies of scale and critical mass efficiencies, examples include use of pharmacy systems, pooled radiology reporting, and centralised pathology services. *Measured through turnaround times, medication incidents and end user satisfaction.*

Continued on page 5

# One unified vision...one unified organisation

Continued from page 4

- Improving opportunities for staff development and satisfaction through increased in-house career possibilities, increased peer support, rotation of staff into different settings as part of skills maintenance and their ongoing professional development, new role opportunities and the knock on positive impact on retention and recruitment. *Measured through clinical performance improvement, staff satisfaction, vacancy and sickness rates.*
- Harnessing synergies from collaboration on service innovation, education and training, learning from SLEs/SUIs and sharing of ideas. *Measured through patient experience, clinical performance indicators and staff satisfaction.*
- **Corporate and support services**
- Streamlining and standardising the delivery of corporate and support functions across the new combined organisation, enabling the sustainability of excellent services whilst generating sustainable savings which are to be reinvested in frontline care.
- Investing in one IT system to support an integrated and cohesive approach to the delivery of such functions. For example, one integrated HR system.
- Ensuring, where services are locally provided, they conform to single standards of excellence with performance routinely monitored and internally and externally benchmarked in order to achieve best value for money and quality performance.



## Our commitment

Acquiring North Cumbria will be a large and complex undertaking. Whilst Northumbria Healthcare recognises that it will take up considerable time and resources to successfully integrate two large trusts, we are fully committed to delivering what is best for patients, securing stable, effective and efficient quality healthcare services close to home for the long term.

- Ensuring a comprehensive communications and engagement programme is implemented to support the integration of both trusts internally, and garner external support and trust with a broad range of key stakeholders. This will include a comprehensive brand strategy to support and build trust both at a corporate and clinical level through strong reputational management, alongside a rolling programme of engagement to involve and connect the public with the integrated trust.

We believe that this process offers the opportunity for the two organisations to become one single, strong and competitive foundation trust, built on the foundation of one unified ambition, common experience and an integrated leadership model, engaging and involving clinicians across primary and secondary care and all other key stakeholders, leading to our ultimate goal of improvement of care and experience for patients.

