

HOW CAN I
SHARE MY
VIEWS?

To find out more about our ambition to become one Trust or share your views:

Visit us and submit online feedback: www.stft.nhs.uk/together or www.chsft.nhs.uk/together

Email us: trustcomms@stft.nhs.uk or chscomms@chsft.nhs.uk

Write to us:
Stronger Together
c/o Chief Executive's Office

Harton Wing
South Tyneside District Hospital
Harton Lane
South Shields
Tyne and Wear
NE34 0PL

Trust Headquarters
Sunderland Royal Hospital
Kayll Road
Sunderland
Tyne & Wear
SR4 7TP

STRONGER TOGETHER

OUR AMBITION TO BECOME ONE TRUST

July 2018

The path to **excellence**



INTRODUCTION

Since March 2016 our two organisations have been working closely together in a strategic alliance known as the 'South Tyneside and Sunderland Healthcare Group'. We share the same strategic vision to transform local healthcare services and are committed to making sure we provide the very highest quality of safe patient care, both now and in the future.

Through our work together so far, we have made great progress and have developed a strategic plan, through the Path to Excellence clinical transformation programme, to ensure we can deliver sustainable hospital and community health services. This will ensure our hospitals in South Tyneside and Sunderland continue to play pivotal roles in our local communities for many future generations.

Over the past two years we have built up very strong relationships and the Boards of both organisations feel strongly that now is the right time to formally merge our two Trusts. We believe this will help us to deliver even more quality improvements for the benefit of both our patients and staff and help accelerate the pace of positive change even further.

This booklet aims to give you information about our shared ambition to merge and help answer any questions you may have. We greatly value everyone's views, whether you are a member of our much valued staff, have recently used our services

as a patient, live in the local community or have an interest or involvement with our organisations in any other way. Your opinion counts and we want to hear it.

Please give your views by Friday 28 September in one of the ways outlined on the back page. This will help us make sure we capture and consider all feedback as we develop our full business case to become one Trust.

We look forward to hearing your feedback.



Ken Bremner
Chief Executive
South Tyneside NHS Foundation Trust
City Hospitals Sunderland NHS Foundation Trust



Neil Mundy
Chairman
South Tyneside
NHS Foundation Trust



John Anderson
Chairman
City Hospitals Sunderland
NHS Foundation Trust

OUR VISION

To deliver nationally recognised, high quality, cost effective, sustainable healthcare for the people we serve, with staff who are proud to recommend our services.

OUR MISSION:

- To provide a wide range of high quality, safe and accessible healthcare services.
- To ensure financial performance provides value for money.
- To recruit, retain and motivate skilled and compassionate staff who are proud to act as ambassadors of the services they provide.
- To be the employer of choice in the North East of England.
- To listen, learn and innovate.

OUR VALUES:

- Compassionate and dignified, high quality, safe patient care always the first priority.
- Working together for the benefit of our patients and their families or carers.
- Openness and honesty in everything we do.
- Respect and encouragement for our staff.
- Continuous improvement through research and innovation.



OUR STORY SO FAR...

MARCH 2016

Both Trusts commit to working more closely together as part of a strategic alliance to transform local healthcare services

APRIL 2016

Both Trusts sign Memorandum of Understanding which formally secures a commitment for closer working

JULY 2016

Both Trusts agree to move to a joint management structure, with one executive and management team accountable for running all hospital and community services across both areas

SEPTEMBER 2016

Ken Bremner is appointed as Chief Executive Officer of both Trusts

SEPTEMBER 2016

Sunderland announced as one of 16 'Global Digital Exemplar' (GDE) sites across the NHS

NOVEMBER 2016

Single executive management team appointed across both Trusts

JULY 2017

Over 350 nurses and midwives come together for the first joint annual nursing conference between both Trusts

JULY 2017

Public consultation begins on Phase One of the Path to Excellence programme

AUGUST 2017

First joint senior clinical appointment across both Trusts brings specialist kidney care to South Tyneside

SEPTEMBER 2017

South Tyneside confirmed as 'fast follower' in national Global Digital Exemplar (GDE) programme thanks to joint working with Sunderland

OCTOBER 2017

Public consultation ends on Phase One of the Path to Excellence programme

NOVEMBER 2017

New cataract clinic launched in South Tyneside benefiting over 400 patients per year

JANUARY 2018

Both Trusts announce shared intention to explore possible merger

FEBRUARY 2018

Both Trusts undertake first joint nursing recruitment trip to the Philippines

MARCH 2018

Care Quality Commission (CQC) reports improvements in several areas at South Tyneside District Hospital following latest inspection

JUNE 2018

New renal medicine clinic launched in South Tyneside benefiting over 1000 patients a year

MAY 2018

Both Trusts confirm ambition to become one statutory organisation in future

WHY DO WE WANT TO MERGE?

For several years, our two organisations have developed a strong and proud history of working together to provide the highest quality of clinical care for local people across South Tyneside and Sunderland. Since 2016 and the formation of our strategic alliance, this partnership has become even stronger and we feel a formal joining of our two Trusts is now the natural next step. This will help us achieve a number of greater benefits...

WORKING TOGETHER AS ONE, without unnecessary organisational boundaries and with standardised systems to deliver excellent patient care and experience

GREATER RESILIENCE IN SERVICE PROVISION, particularly during times of heightened demand

Opportunities to **EXPAND SERVICES** and access to care for patients particularly in South Tyneside

CLOSER INTEGRATION OF SERVICES with work towards a single clinical operating model already underway through the Path to Excellence programme

IMPROVED RECRUITMENT and more attractive career opportunities for new graduates and trainees coming into the NHS who want to work in big organisations

GREATER STAFF SATISFACTION by improving work / life balance and providing more varied career opportunities

RAPID DIGITAL TRANSFORMATION, to join up IT systems and processes to improve patient care

GREATER OPPORTUNITIES TO IMPROVE QUALITY of care with shared learning and greater access to a wealth of expertise and knowledge across both Trusts

IMPROVED FINANCIAL EFFICIENCY, with initial anticipated savings of over £8million over the next three years

MORE RESEARCH AND INNOVATION and ability to expand our clinical trials and attract more investment into the local NHS for research



“Our two organisations already have very **COMPLEMENTARY SKILLS** and bring **UNIQUE ATTRIBUTES** which stand to mutually benefit the populations we serve.”

STRONGER TOGETHER AS ONE

As one NHS organisation we would serve a core population of around 430,000 people with a combined workforce of over 8,500 highly committed and skilled NHS staff delivering acute hospital and community-based services. Some of our more specialised services would serve a population of over 800,000. Our two organisations already have very complementary skills and bring unique attributes which stand to mutually benefit the populations we serve. For example:

- South Tyneside NHS Foundation Trust is an integrated community and acute care provider and, as well as services at South Tyneside District Hospital, looks after thousands of patients in the community across South Tyneside, Sunderland and Gateshead with over a million patient contacts in the community every single year.
- City Hospitals Sunderland NHS Foundation Trust is increasingly being recognised as the North East's third specialist centre (alongside Newcastle and Middlesbrough) and provides a number of services which are not available in other hospitals for example renal medicine, ophthalmology and vascular surgery to name a few.

By bringing our two Trusts together as one, our ambition is to become an 'outstanding' provider of NHS services. We believe strongly that our combined experience puts us in a unique position, not only to address the difficult challenges being faced by the NHS, but to create a prosperous and exciting future for local healthcare services which attract the very highest calibre of people to come and work with our amazing teams.



WHAT ARE THE MAJOR BENEFITS OF BECOMING ONE TRUST?

PATIENT CARE

Delivering excellent patient care and providing access to the highest quality of local healthcare services is our absolute priority and at the heart of all conversations we have every day across the South Tyneside and Sunderland Healthcare Group. As a single Trust we believe we would be able to make more positive changes happen sooner for the benefit of our patients:

- **Equal access to high quality services** and reduced variation in patient outcomes and experiences.
- Greater access to a wider range of services in a timelier manner as part of a bigger organisation.
- Faster improvements in quality and patient experience through standardised processes across both Trusts.
- Improved continuity of care delivered by larger clinical, nursing and therapy teams and more permanent staff who are attracted to work in a bigger organisation.
- Improvements in patient outcomes delivered through the Path to Excellence clinical transformation of services.

WORKFORCE

We face regular challenges in the number of qualified nurses we have available, difficulty in attracting and retaining consultants in certain specialties and gaps in rotas for junior doctors in training. We also have many staff who will soon reach retirement age. As one organisation, we believe there will be many benefits to help ease our workforce pressures by creating bigger, stronger and more resilient teams which will help us to:

- **Improve work / life balance** and the health and wellbeing of our staff by creating larger teams and reducing onerous and unsustainable on-call commitments.
- **Improve recruitment and attract more people to join us** by creating larger teams with greater opportunities for staff to practise their chosen discipline or specialism.
- **Improve retention of staff** and remove the current uncertainty which exists about the future of the strategic alliance between our two organisations.
- **Improve development opportunities** for our staff to gain exposure to different clinical areas, participate in research, or educational roles.
- **Improve training and education** for the future workforce by offering a wider and more challenging range of placements and opportunities for learning as part of a bigger Trust.





CULTURE

Since coming together as the South Tyneside and Sunderland Healthcare Group, both organisations have adopted a new shared strategic vision for the future and a set of values which provide the foundations of how we work together. We believe that a formal joining of both organisations will have many further benefits in how we continue to develop a positive culture and working environment for our staff by:

- **Creating a new positive learning culture** by bringing teams together in one organisation, which everyone feels proud to be part of.
- **Developing high performing teams** who are empowered to work together and make positive improvements for patients.
- **Improving patient care** by sharing experiences of 'excellence' and making sure learning is embedded from any safety incidents which occur.
- **Improving staff engagement** across all hospital and community sites and encouraging even further joint working for the benefit of patient care.
- **Creating joined-up teams** and ways of working which collectively serve patients across South Tyneside and Sunderland.

QUALITY

Across our organisations we have a very strong ambition to make our local NHS services even better and to continuously improve the quality of patient care for local communities for many years to come. We share the same strategic vision to be recognised nationally in the NHS for our organisational excellence and by coming together as one, we expect many further quality improvements to be made:

- **Embedding best practice** across both Trusts through standardised processes to help achieve clinical quality standards and the highest quality of care.
- **Embracing innovation** with new ideas and advances in patient care adopted at a faster pace due to greater combined expertise across both organisations.
- **Improved integration of services** with joined-up IT systems so that patients have a seamless experience between hospital and community settings.
- **Improved responsiveness** during times of pressure and greater ability to consistently deliver on national performance standards.
- **Improved efficiency** by standardising clinical processes and pathways of patient care and removing duplicate or wasteful activities.



“We share a
STRONG AMBITION
to make our local NHS services even better and to
CONTINUOUSLY IMPROVE
the quality of patient care.”



FINANCE

The financial challenge our NHS faces today is arguably the most challenging ever encountered. Both Trusts are planning to record a deficit in the years ahead due to the relentless and growing pressures on services. We are working with our commissioners in South Tyneside and Sunderland on a shared long-term financial recovery plan to help us get back into financial balance. By creating one Trust we expect many further financial benefits:

- **Initial anticipated savings of over £8 million** between 2019/20 and 2022/23 compared to doing nothing, or accepting the status quo.
- **Ongoing financial benefits** through streamlined processes and reduced duplication.
- **Greater ability to attract more permanent staff** and reduce high expenditure on locum and agency staff.
- **Greater ability to attract capital funding** and research investment by working as a single bigger organisation.
- **Greater purchasing power** to compete for bigger contracts and ability to standardise procurement processes to achieve greater economies of scale.

WHAT HAPPENS NEXT?

We know that the formal joining of our two organisations is a big step which is why we want to hear your feedback about anything you would like us to consider as we develop our full business case. As you can imagine, there is a very detailed and robust process which both Trusts need to go through and this work is being supported by an independent partner to ensure complete transparency as we progress our merger plans.

Over the summer, we will be actively seeking the views of our staff, patients, the public and other stakeholders in a number of ways by:

- attending key stakeholder meetings and events.
- providing multiple staff briefing sessions and opportunities for staff to ask questions.
- working with our Trust governors and members to seek their views.
- promoting an online survey to seek the wider views of the local population.
- carrying out independent staff and stakeholder perceptions research.

WHAT IS THE TIMESCALE FOR THE MERGER TO TAKE PLACE?

