

Staffordshire Health and Wellbeing Board	
Title	Strategic collaboration between Burton Hospitals NHS Foundation Trust and Derby Teaching Hospitals NHS Foundation Trust
Date	07/09/2017
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Report type	For Debate

Summary

1. The boards of Burton Hospitals NHS Foundation Trust and Derby Teaching Hospitals NHS Foundation Trust have now approved an Outline Business Case for a proposed merger between the two organisations.
2. The Outline Business Case which the Boards of both Trusts have now approved is the product of an intensive programme of work delivered in partnership to set out a vision for how the two organisations can bring the best together for patients and staff.
3. The focus lies in building a partnership of equals that will provide sustainable hospital services for patients and their families. Together the Trusts are passionate about providing quality services that are better, safer and conveniently accessible for local people and that offer opportunities for our staff to develop and thrive in their careers.
4. For Burton Hospitals, this will be a partnership founded on the principle of retaining a vibrant district general hospital in Burton, which includes A&E, and with a commitment to keep improving those services in Burton.
5. For Derby Hospitals, the proposed collaboration means access to a wider population base, enabling the organisation to sustain and expand specialist services, such as cancer surgery and spinal services, with clear benefits to local people across Derbyshire and Staffordshire.
6. For the community hospitals in Lichfield and Tamworth and London Road, Derby, the Trusts want to maximise their use by making them a focus for the new models of care which are centred on the local “place” people live, which are being developed as part of the Sustainability and Transformation Plans in Derbyshire and Staffordshire.
7. This is not just about clinical care – although commitment to patients remains paramount – this partnership also offers opportunities to develop shared corporate and non-clinical services into a high quality offer that brings the best of Burton’s and Derby’s skills together to support clinicians in delivering the very best in care.

8. Burton Hospitals is a full member of the Staffordshire and Stoke-on-Trent STP and, as such, the Chief Executive, Helen Scott-South, sits on the Health and Care Transformation Board that oversees the STP from a strategic perspective. Helen also acts as SRO for the Urgent and Emergency Care workstream of the STP, leading county-wide efforts to reduce reliance on acute sector emergency activity. As such, we consider ourselves fully embedded within the leadership of the Staffordshire and Stoke-on-Trent STP and with strong links to partners across the county footprint.
9. The matter of the proposed merger with Derby Teaching Hospitals is one that has been discussed many times within the STP Executive Forum, although there is not consensus or agreement from all STP partners in support of the proposed merger. However, the commissioners from both Southern Derbyshire and East Staffordshire CCGs have been clear regarding their support for the proposed merger. The Trust's view is that there are benefits for Staffordshire of a) acting to secure sustainable clinical services at Burton and b) providing opportunities for residents of Lichfield and Tamworth to benefit from specialist outpatient and day case services by merging formally with Derby (and therefore helping to also repatriate work to Staffordshire from outside of county, i.e. from Birmingham). The Trusts believe that the goals of the proposed merger are consistent with the aims of the STP and share a common vision of reducing acute sector activity and supporting people with place-based care. The quality and financial benefits to the STP have not yet been fully quantified, however, the savings achieved from the merger will help to reduce the financial challenge in both Staffordshire and Derbyshire STPs.
10. The Trusts believe the proposed merger to be a necessary enabler for the clinical sustainability of core services in East and Southern Staffordshire, which will benefit the county as a whole. The STP does not currently advocate a move to a single Acute Provider for the county of Staffordshire and that given the geographical spread of patient flows across a large county, that model would not be the most appropriate. Therefore, the Trusts view the proposed merger as a sensible option for ensuring the sustainability of services at Burton, and which would enable the STP to execute its vision for transformation of local health care into a place-based approach.
11. The partnership between Burton Hospitals and Derby Teaching Hospitals is a long-standing one, due to the meaningful proximity of Derby to our core population in Burton and it should be noted that there are already existing joint services in place which benefit the Staffordshire population, such as Breast Surgery, Oncology and Maxillo-Facial Surgery. The Trusts are committed to extending these patient benefits as part of the proposed merger, yet at the same time, this does not preclude them from continuing with partner working across the county, and their links with SSOTP and SSSFT for community and mental health, as well as pursuing the common goals of the STP.
12. The creation of three Alliance Boards across the county is a move that the Trusts are supportive of and hope will be an enabler for the local implementation and delivery of the STP as it empowers providers to work together for the common

good and towards a collective vision of place-based care. This is not dependent on changes to organisational form.

Recommendations to the Board

13. To note the continued commitment and progress being made towards the proposed merger and the Trusts' commitment to the goals of the Staffordshire STP.

Background / Introduction

14. A closer collaboration would help to retain a vibrant district general hospital in Burton, including A&E, secure specialist services in Derby for a wider population, and ensure appropriate and relevant use of our community hospitals facilities.
15. Both Trusts are facing a number of challenges relating to staff, sustainability of some clinical services and finances. The proposed merger would mean that both Trusts would be able to make some savings through sharing good practice, removing duplication and reorganising and developing certain services. The key aims are to improve the quality of the care we offer patients, and to improve the health of our local populations by dealing effectively with the challenges the Trusts face on a daily basis.
16. For Queen's Hospital in Burton, the fundamental principle is to retain a vibrant district general hospital in the town, keeping and improving the core services we offer as part of that, including our A&E. In Lichfield and Tamworth, there will be an opportunity for our community hospitals facilities to offer some different services that are more relevant locally. These services will result in us working more closely than ever with our local GPs. There is not yet a shared view on the role of these community hospitals between Burton Hospitals NHS Foundation Trust, the CCGs and other STP partners, however the development of these community hospitals as a hub for locally developed 'place-based' care, as well as an enabler for the repatriation of Staffordshire patients and resources is a key part of the merger proposal.
17. We firmly believe that by working together we can ensure a strong future for local healthcare. Both Trusts are passionate about providing quality services locally. We are entering into this partnership as true equals and hope to bring the best of the two Trusts to a wider population across East and South Staffordshire and Southern Derbyshire and Derby. Together, we are exploring how we deliver corporate services efficiently, effectively and at scale, freeing up more money for front-line patient care, whilst ensuring high quality support services.

Current activity

18. A robust and continuing programme of stakeholder engagement has been set out across Staffordshire and Derbyshire, which was initiated in August 2016 at the start of the formal collaboration discussions and ahead of the production of the Strategic Outline Case for a proposed partnership between the two Trusts.

19. This programme has involved Committees at County and District/Borough level, as well as CCG governing body meetings and local MPs, amongst others. The Trusts recently presented at the Health Select Committee as part of this programme and took away valuable feedback which will be considered as they develop plans further, as will feedback from other stakeholder, patient, public and staff engagement activities that are being implemented as part of this programme of work and as part of their joint commitment to open dialogue and transparency.
20. The Trusts have also engaged heavily with Healthwatch Staffordshire, Derby and Derbyshire, and are working with them collaboratively on a number of public and patient engagement events and activities. These bodies sit on the Patient Reference Steering Group, which was convened to ensure the patient voice was included in discussions and in shaping the future, and the Trusts are also working closely with Healthwatch Staffordshire as part of the formal engagement workstream for the Staffordshire and Stoke-on-Trent STP. The Trusts recently presented to the Healthwatch Staffordshire public Annual General Meeting, held in Burton on 4 July 2017, and again, took away many pieces of valuable feedback and insight from the public about the plans for the merger, which will be considered as we move forward. The Trusts will continue with an inclusive engagement approach throughout the life of this project.

Options & Issues

21. Neither Trust is financially sustainable on its own. Some general services at Burton Hospitals NHS Foundation Trust are not clinically sustainable and some specialist services at Derby Teaching Hospitals NHS Foundation Trust do not have a sufficiently large catchment population to make them secure under current specialised commissioner criteria.
22. The two Trusts have considered the options for securing their future sustainability and believe that a formal strategic collaboration between the two Trusts, in the form of a merger, is likely to be the best way to address their specific sustainability challenges, and enable them to continue to provide a full range of services for their local populations.
23. A Full Business Case will now be developed, with engagement and input from staff, governors, patients and the public, over the coming months. The Full Business Case will then be considered by both Trust boards in late autumn 2017.

What do you want the Health and Wellbeing Board to do about it?

24. To ensure the Health and Wellbeing Board remains fully briefed and involved in the ongoing development and delivery of the proposed merger.