

REPORT CLASSIFICATION	✓	CATEGORY OF PAPER	✓
Official	✓	Proposes specific action	
Official: Sensitive Commercial		Provides assurance	
Official: Sensitive Personal		For information only	✓

BOARD
26 SEPTEMBER 2023

Report Title:	Foundation Trust Collaboration Across Teesside
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Purpose of report

North Tees and Hartlepool and South Tees NHS Foundation Trusts have been exploring greater opportunities to collaborate over a number of years for the benefit of local people across Tees Valley.

This paper provides an update on progress.

Key points

At the ICB Board meeting in January 2023 an update was given on progress with collaboration following an ICB sponsored review.

Following that work and the resulting report, the two FT boards' executives and non-executives have developed a work programme to create a hospital group model.

A recruitment process is underway for a joint chief executive for the two FTs and hence the developing hospital group.

Risks and issues

- Focus on developing the group could divert both FTs' attention from delivering services at a time when a number of their services are under pressure.
- There could be confusion about the relative responsibilities of each statutory board and those of the developing group.
- The group needs to work closely with partners and stakeholders across its catchment area, including primary care, local authorities and the ICB.

Assurances

- The work programme includes recognition of the need to focus on both the future group and business as usual within their individual FT footprints.
- A partnership agreement is being developed between the two FT boards and the ICB to provide clarity on relative roles and responsibilities.
- The Joint Partnership Board has been created that brings both boards together with ICB input through the chief executive and executive area director, with delegated responsibility to oversee group development.

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- A clinical board is being created that will oversee the development of a clinical strategy including input from primary care in NENC and North Yorkshire.
- Engagement with key stakeholders, including the relevant local authorities is being developed.

Recommendation/action required

The Board is asked to note the progress being made in creating a Hospital Group across Teesside.

Acronyms and abbreviations explained

FT – Foundation Trust
JPB – Joint Partnership Board – created by both FT boards with delegated responsibility for developing the hospital group.

Sponsor/approving executive director	David Gallagher, Executive Area Director (Tees Valley & Central)
Date approved by executive director	11 September 2023
Report author	David Gallagher Executive Area Director (Tees Valley & Central)

Link to ICB corporate aims (please tick all that apply)

CA1: Improve outcomes in population health and healthcare	✓
CA2: tackle inequalities in outcomes, experience and access	✓
CA3: Enhance productivity and value for money	✓
CA4: Help the NHS support broader social and economic development	✓

Relevant legal/statutory issues

Note any relevant Acts, regulations, national guidelines etc

Any potential/actual conflicts of interest associated with the paper? (please tick)	Yes		No	✓	N/A	
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If yes, please specify

Equality analysis completed (please tick)	Yes		No		N/A	✓
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If there is an expected impact on patient outcomes and/or experience, has a quality impact assessment been undertaken? (please tick)	Yes		No		N/A	✓
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Key implications

Are additional resources required?	No
Has there been/does there need to be appropriate clinical involvement?	Local engagement underway

Item: 8.4

Has there been/does there need to be any patient and public involvement?	Not at this stage as this is about managerial changes. Any subsequent service changes will include relevant involvement
Has there been/does there need to be partner and/or other stakeholder engagement?	Early engagement with local stakeholders as part of the work on the case for change. Engagement plan, including staff being developed.

Foundation Trust Collaboration Across Teesside

1. Introduction

North Tees and Hartlepool (NTHFT) and South Tees (STHFT) NHS Foundation Trusts have been exploring greater opportunities to collaborate over a number of years for the benefit of local people across Tees Valley and their wider catchment area of parts of County Durham and North Yorkshire.

To help with this, the ICB instigated some work, over twelve weeks to develop a case for change and roadmap for delivery.

This report provides an update on progress being made to develop the group model that was proposed and agreed following this work.

2. Background

The two FTs have been involved in discussions over a number of years to agree how to collaborate more closely. This has largely been driven by a need to develop a cohesive clinical strategy for their services across the Tees Valley including working with Darlington Memorial Hospital, which is part of County Durham and Darlington NHS FT (CDDFT).

At its inception, NENC ICB, working with both organisations, funded and sourced external consultants Carnall Farrar to provide objective support over a twelve-week period to work with stakeholders within and around the two FTs to develop a case for change and proposals for a road map to deliver that change. Following an intensive programme of engagement was delivered with staff, clinicians and stakeholders internal and external to the FTs.

Both FT statutory boards created a joint committee, the Joint Partnership Board, solely to consider the report and its recommendations. The ICB has input at that board through the chief executive and the executive area director (Tees Valley and Central).

The Joint Partnership Board, supported by both executive teams working as the Group Development Team, with input from the ICB executive area director and supported by an ex-NHS FT chief executive, has developed a work programme to describe and create the hospital group, pending the appointment of a chief executive officer across both organisations.

3. Main Issue

Following acceptance by the Joint Partnership Board of the recommendations made, and specifically to create a hospital group, the support of an ex-FT chief executive has been secured to help develop a work programme and to create a partnership agreement between the two boards and the ICB.

The boards' non-executive directors are overseeing work on this, which is being delivered by the executive directors for both organisations.

The programme plan is in three phases:

1. Design – to October 2023.
 - Partnership Agreement signed by all parties
 - Agreed clinical priorities for the Clinical Strategy
2. Mobilisation –October to March 2024.
 - CEO appointment process
 - Confirmation of Group leadership roles following a consultation process and input from the incoming CEO
 - Design of the operating model for Group and site leadership roles with input from the incoming CEO
 - Design and operation of Clinical Boards
 - Recruitment to Clinical Boards and Clinical Strategy and Policy Board
 - Restructure into a single Group board with agreed subcommittees
 - Review and revision if necessary, of Trust constitutions
 - A successful and impactful communications strategy
 - Alignment of performance reporting between the Trusts
3. Launch – quarter 1 2024/25.
 - Streamlined board governance arrangements
 - New group CEO in post
 - Initial group wide executive governance arrangements in place eg Clinical Policy and Strategy board.
 - Agreed clinical boards operational and leading clinical transformation and strategy

4. Recommendations

The Board is asked to note the progress being made in creating a Hospital Group across Teesside.

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Date: **8 September 2023**