

TRAFFORD COUNCIL

Report to: Health Scrutiny Committee
Date: 27 June 2019
Report for:
Report of: Stephen Gardner, Deputy Programme Director, Single Hospital Service

Report Title

Single Hospital Service Update

1. Summary and introduction

1.1. This report provides an update on the latest position for the Single Hospital Service (SHS) programme, and specifically progress with the proposed acquisition of North Manchester General Hospital (NMGH).

2. Background

2.1. The proposal to establish a Single Hospital Service for Manchester, Trafford and surrounding areas was built on the work of the independent Single Hospital Service Review, led by Sir Jonathan Michael. The Single Hospital Service Programme has been operational since August 2016.

2.2. The Programme is being delivered through two linked projects:

- Project 1: The creation of MFT through the merger of Central Manchester University Hospitals NHS Foundation Trust (CMFT) and University Hospital of South Manchester NHS Foundation Trust (UHSM). MFT was created on 1 October 2017 and integration of the two predecessor organisations is underway.
- Project 2: The planned acquisition by MFT of NMGH. The acquisition is expected to take place by 31 March 2020.

3. Progress to date – Integration

3.1. Integration programmes are progressing well as numerous projects continue working towards achieving their Year 2 programme deliverables (October 2019). In addition, the completion of the Clinical Service Strategy provides an additional level of strategic planning that will help ensure all integrated services are 'future proof' and consistent with the NHS Long Term Plan.

3.2. MFT recently underwent an Internal Audit of its approach to managing merger benefits. The audit, conducted by KPMG, concluded that the continued processes, oversight and monitoring of merger associated benefits provided 'significant assurance'.

3.3. All identified merger benefits will now be actively tracked through programme management software called Wave. This system allows MFT to keep thorough oversight of all deliverables and benefits. Benefit details are currently being uploaded to the system and a sample of benefits being tracked could be shared with the Trafford Scrutiny

Committee at a future date.

3.4. As a consequence of the efforts made by all staff, MFT has a firm platform to begin to operationalise the larger, more complex schemes to promote additional patient and organisational benefits.

4. Proposed Acquisition of North Manchester General Hospital

4.1. The second stage in the creation of a Single Hospital Service is to transfer NMGH, currently part of Pennine Acute Hospitals NHS Trust (PAT), into MFT.

4.2. NHS Improvement (NHS I) has set out a proposal for MFT to acquire NMGH as part of an overall plan to dissolve PAT and transfer the remaining hospital sites (Bury, Oldham and Rochdale) to Salford Royal NHS Foundation Trust (SRFT).

4.3. The transaction process is being undertaken in line with the national NHS I Transaction Guidance with oversight provided by a Transaction Board established at the end of November 2017. The Board is chaired by Jon Rouse, Chief Officer for the GMH&SCP. Associated sub-committees / groups have also been established and these have appropriate multi-agency involvement.

4.4. In March 2019, both potential acquirers (SRFT and MFT) submitted their strategic cases for consideration by NHS I. Subsequent to this, NHS I has held review meetings with both potential acquirers to further understand the content of their respective documents.

4.5. To date, NHS I has held two meetings with MFT to discuss the contents of the strategic case further. In addition, an Executive to Executive meeting between NHS I and MFT Executives will take place on 21 June 2019. This process will afford NHS I the opportunity to hold additional conversations with MFT colleagues and to fully scrutinise the strategic case document. Subject to this assessment, the process will then move on to the Business Case stage. These timescales are consistent with NMGH being brought into MFT by 31 March 2020.

4.6. The SRFT process to acquire the residuum of the PAT services is expected to progress in parallel with the NMGH transaction.

4.7. MFT engagement with NMGH staff is increasingly positive. A further NMGH Staff Engagement session took place on the 12 June 2019. The session was well attended and feedback was very positive. MFT will continue to attend NMGH staff engagements on a bi-monthly basis.

4.8. MFT and SRFT have now commenced a joint disaggregation review process where senior managers and clinicians from MFT, SRFT, and PAT will discuss the requirements and potential complexities to disaggregate PAT services in readiness for the proposed acquisition. Feedback from initial meetings has been positive.

4.9. Irrespective of the challenges and complexities, MFT remains committed to the realisation of the plan to fully establish the Single Hospital Service for Manchester by transferring NMGH to MFT at the earliest practicable opportunity. On this basis, MFT will continue to engage with all key stakeholders and in particular, work with Greater Manchester Health and Social Care Partnership in its role to oversee the plan to dissolve Pennine Acute Hospitals NHS Trust.

5. Conclusion

5.1. This report provides an update on the progress of the Single Hospital Service Programme. The report explains that MFT is progressing plans to acquire NMGH though this is proving to be a complex process. The Health Scrutiny Committee is asked to note the progress made to date.

Recommendation(s)

The Health Scrutiny Committee is asked to:

- (i) Note the current position of the Single Hospital Service Programme.

Contact person for access to background papers and further information:

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Background Papers:

Implications

Relationship to Policy Framework/Corporate Priorities	
Financial	
Legal Implications:	
Equality/Diversity Implications	
Sustainability Implications	
Staffing/E-Government/Asset Management Implications	
Risk Management Implications	
Health and Safety Implications	