

Trafford Health Social Scrutiny Committee

Update on the Single Hospital Service Programme

1.0 Purpose of the report

- 1.1 The purpose of this report is to provide a progress report on the delivery of the Single Hospital Service Programme.

2.0 Background

- 2.1 The proposal to establish a Single Hospital Service for Manchester and Trafford arose out of the work of the independent Single Hospital Service Review, led by Sir Jonathan Michael, and the Single Hospital Service Programme has been operational since August 2016.
- 2.2 The Programme is being delivered through two linked projects. Project One is the merger of Central Manchester University Hospitals NHS Foundation Trust (CMFT) and University Hospital of South Manchester NHS Foundation Trust (UHSM).
- 2.3 Project Two is the proposal for the newly merged NHS Foundation Trust to acquire North Manchester General Hospital (NMGH) from Pennine Acute Hospitals NHS Trust. The acquisition is expected to take place 12-18 months after the creation of the new NHS Foundation Trust.

3.0 Main issues

- 3.1 Excellent progress has been made towards the creation of a Single Hospital Service for Manchester.
- 3.2 The merger of CMFT and UHSM was subject to clearance from the Competition and Markets Authority (CMA) and the outcome of a detailed review from NHS Improvement (NHS I).
- 3.3 On 1 August 2017, following a rigorous inquiry, the CMA cleared the merger of CMFT and UHSM, finding that the merger would provide substantial benefits for the care of patients. The process of successfully demonstrating benefits to the CMA was led by the Single Hospital Service Programme and involved input from more than 500 clinicians. The inquiry process also took evidence from a range of local organisations including health and social care Commissioners, Healthwatch, and the Greater Manchester Health and Social Care Partnership.

- 3.4 A detailed review of the proposed merger was undertaken by NHS I. This process required UHSM and CMFT to prepare a Full Business Case and to submit a large volume of written documentation. NHS I also visited the Trusts on a number of occasions and conducted interviews with a range of individuals. A further 'Independent Reporting Accountant' process was undertaken by KPMG to help assure NHS I that the Trusts' plans for the merger were sufficiently robust.
- 3.5 In September 2017 NHS I formally indicated their support for the merger of CMFT and UHSM. Thereafter a series of legal and technical processes were completed to enable the transaction to take place.
- 3.6 CMFT and UHSM merged on 1 October to create a new organisation, Manchester University NHS Foundation Trust (MFT). CQC registration has been secured and NHS I has issued an NHS Provider Licence.
- 3.7 Arrangements have been established to ensure that, in the days and weeks following the merger, the organisation will retain a focus on maintaining safe and high quality services for patients whilst also minimising change for staff. Plans have also been developed to deliver key organisational arrangements, including the establishment of a new Council of Governors, at the earliest practicable opportunity.
- 3.8 High level plans to deliver benefits to patients were included in the submissions made to both the CMA and NHS I. Some of the smaller schemes, including the development of a single kidney stone service or the introduction of a Trust wide urgent gynaecological service, will be implemented over the first 100 days. Plans for larger scale service improvements, that are more complex to deliver, will continue to be developed in conjunction with the relevant clinical teams.
- 3.9 Following the successful delivery of 'Project One' the Single Hospital Service Team is starting the work to deliver 'Project Two', the transfer of North Manchester General Hospital into Manchester University Foundation Trust. The anticipated completion remains at October 2018 – April 2019.
- 3.10 Communication and engagement activities have been a key feature of the Single Hospital Service Programme to date. This engagement has extended beyond the staff employed by MFT and has included patient and community groups within Manchester and Trafford. The Single Hospital Service Programme Team will continue to ensure that communication and engagement is given a high priority throughout Project Two.

4.0 Recommendations

- 4.1 The Committee is asked to consider and comment on the information provided in this report.