

**Manchester Health and Wellbeing Board  
Report for Resolution**

**Report to:** Manchester Health and Wellbeing Board – 17 January 2018

**Subject:** Manchester Single Hospital Service – update on current position

**Report of:** Peter Blythin, Director SHS Programme

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**Summary**

This report provides an update on the progress of the Manchester Single Hospital Service (SHS) Programme. It provides an outline of the work being undertaken following the creation of Manchester University NHS Foundation Trust (MFT) and sets out the structure/process being established for MFT to complete the acquisition of North Manchester General Hospital.

**Recommendations**

The Board is asked to note the current position with the Manchester Single Hospital Service Programme.

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**Board Priority(s) Addressed:**

<b>Health and Wellbeing Strategy priority</b>	<b>Summary of contribution to the strategy</b>
Getting the youngest people in our communities off to the best start	A Single Hospital Service Programme will optimise the provision of healthcare services to young people across Manchester and so minimise any adverse effects.
Improving people's mental health and wellbeing.	
Bringing people into employment and ensuring good work for all	The proposed new Single Hospital Service organisation will aim to be an employer of choice, providing access to employment opportunities for local people and excellent training and career paths for a broad range of healthcare professionals.
Enabling people to keep well and live independently as they grow older	A Single Hospital Service will ensure effective standardisation of hospital services in Manchester so that residents are able to access the best and most appropriate healthcare, regardless of where they live.

Turning round the lives of troubled families as part of the Confident and Achieving Manchester programme.	
One health and care system – right care, right place, right time.	The Single Hospital Service will help to facilitate development and implementation of the most appropriate care provision.
Self-care	

**Lead Board member(s):**

Kathy Cowell – Chair, MFT  
Jim Potter – Chair, PAHT

**Contact Officers:**

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**Background documents (available for public inspection):**

None

## **1.0 Introduction**

- 1.1 The purpose of this paper is to provide an update for the Health and Wellbeing Board on the City of Manchester Single Hospital Service (SHS) Programme.

## **2.0 Background**

- 2.1 The proposal to establish a Single Hospital Service in Manchester forms an integral part of the Manchester Locality Plan. Building on the work of the independent Single Hospital Service Review, led by Sir Jonathan Michael, the SHS Programme has been operational since August 2016.
- 2.2 The Programme is being delivered through two linked projects. Project One, the creation of Manchester University NHS Foundation Trust (MFT) through the merger of Central Manchester University Hospitals NHS Foundation Trust (CMFT) and University Hospital of South Manchester NHS Foundation Trust (UHSM), was completed on 1 October 2017.
- 2.3 'Project Two' is the proposal for North Manchester General Hospital (NMGH) to transfer from Pennine Acute Hospital NHS Trust to MFT. The acquisition is expected to take place 12-18 months after the authorisation of MFT.

## **3.0 Progress to Date**

### **3.1 Merger of CMFT and UHSM to create Manchester University NHS Foundation Trust (MFT).**

- 3.1.1 Following the successful merger of UHSM and CMFT an evaluation report of the transaction process is being finalised. The aim of this document is to capture lessons learnt to inform the development of the second stage of the SHS Programme – the transfer of NMGH into MFT – and to share with the wider NHS. Emerging strengths of Project 1 include the strategic rationale that was provided by the SHS Review, the commitment of all local stakeholders to the merger process and the level of constructive clinical engagement maintained over the last two years.
- 3.1.2 A legacy plan has also been produced following completion of the merger. This plan will ensure the corporate memory of the transaction is retained and that important information relating to the transaction can be accessed in the future.
- 3.1.3 Arrangements to ensure the new organisation remains focussed on the delivery of sustainable and high quality services for patients are being progressed. A new Council of Governors for MFT has been established and substantive appointments to the MFT Group Board have been made. Leadership arrangements for each of the MFT hospitals, such as St Mary's, Royal Manchester Children's Hospital, Wythenshawe and Manchester Royal Infirmary have been developed and all Hospital Chief Executives have been appointed.

- 3.1.4 The Hospital Chief Executives and their teams will play a key role in the continued development and implementation of the merger integration plan.
- 3.1.5 To support this agenda relevant governance arrangements are in place to oversee the delivery of the Post Transaction Integration Plan (PTIP) and completion of all associated planning activities. This work is currently focussed on the implementation of activities for the first 100 days for the new organisation with planning for year 1 and beyond a marked priority. Corporate integration is progressing to plan and a series of in-depth workshops have provided an opportunity to identify interdependencies and resolve issues promptly.
- 3.1.6 Clinical and operational integration is also moving at pace through the development of 41 integration projects organised into 27 clinical work streams. These projects vary in size and scale and initially involve service reviews, cross-site clinical engagement and scoping and testing of potential opportunities to reduce variation and improve standardisation of patient care.
- 3.1.7 Work to define the clinical and operational scheme objectives and timelines for years 1 and 2 projects and to develop detailed implementation plans, remains on-going. Planning activities are also being carried out in conjunction with the development of an MFT Group Service Strategy including reference to the outputs of Greater Manchester 'Theme 3' initiatives.

### **3.2 North Manchester General Hospital (Project Two)**

- 3.2.1 The second stage in the creation of a Single Hospital Service is to transfer NMGH, currently part of Pennine Acute Hospitals NHS Trust (PAHT), into MFT.
- 3.2.2 At the request of NHS Improvement (NHS I) the proposed acquisition of NMGH is being managed to run concurrently with the dissolution of PAHT and the expected acquisition of the remainder of this Trust by Salford Royal NHS Foundation Trust (SRFT).
- 3.2.3 The process to acquire NMGH will be complex and require a significant degree of co-operation and partnership work across a range of stakeholders. To assist with this the proposed transaction will be governed by the NHS I Transaction Guidance which was re-issued in November 2017. Based on the criteria described in the guidance, the proposed acquisition of NMGH by MFT will be classed as a significant transaction and therefore, be subject to a detailed NHS I review. This review will be a two stage process involving the development of a Strategic Case followed by the production of a Full Business Case. Further work will also be required to satisfy the requirements of the Competition and Markets Authority (CMA).
- 3.2.4 MFT governance arrangements have been established to manage the transfer of NMGH to MFT. This complements the formation of a Greater Manchester 'Pennine Acute Transaction Board' under the chairmanship of the Greater Manchester Health & Social Care Partnership Chief Officer. The Board will

provide oversight to the process to dissolve PAHT including the transfer of relevant services to MFT and SRFT. NHS Improvement will continue to have a pivotal role given its statutory responsibilities for the dissolution of PAHT.

- 3.2.5 A definitive timeline for the whole process is being developed by the Transaction Board and MFT remains committed to working with partner organisations to achieve the transfer of NMGH.

#### **4.0 Conclusion**

- 4.1 This report provides an update on the progress of the Single Hospital Service Programme. The Health and Wellbeing Board is asked to note the content of the report.