

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

**Report to:** Manchester Health and Wellbeing Board – 30 October 2019

**Subject:** North Manchester Strategy

**Report of:** Chair, Manchester Health and Care Commissioning

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**Summary**

Good progress is being made with regard to the North Manchester strategy. The paper, and accompanying presentation, sets out the proposition for the North Manchester General Hospital (NMGH) site and broader area.

Recent capital announcements made by Government are a massive boost to the vision for the site and local communities.

The vision for the site and the capital investment give the opportunity for a regeneration of the area bringing opportunity beyond new NHS infrastructure.

**Recommendations**

The Board is asked to:

1. Support the proposition for the North Manchester site and the wider vision for North Manchester.
  2. Welcome the commitment by Government to rebuild North Manchester General hospital; rebuild Park House on the NMGH site; invest in other community based health and care facilities; and invest in education and training infrastructure.
  3. Support next steps.
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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	The North Manchester strategy applies to the full population and contributes to each of these strategic aims.
Improving people's mental health and wellbeing	
Bringing people into employment and ensuring good work for all	
Enabling people to keep well and live independently as they grow older	
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	
Self-care	

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

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- Manchester Locality Plan ‘Our Healthier Manchester’
- Single hospital service review stages one and two
- Manchester Local Care Organisation Prospectus
- Previous updates regarding the Manchester Locality Plan

## **1. Introduction**

- 1.1 Good progress has been made with regard to the North Manchester strategy. This strategy is a key contributor to the Our Healthier Manchester strategy (locality plan) for health and care in the City. This is part of a broader public sector reform and regeneration agenda for the North of the City. It will link with existing developments such as Abraham Moss and those planned for the future such as the Northern Gateway.
- 1.2 Two major capital announcements have been made by Government to invest in facilities at the North Manchester General Hospital (NMGH) site. These are welcome and will generate significant benefits.
- 1.3 The paper seeks support to the North Manchester Proposition; to welcome Government announcements of capital investment; and to note progress and next steps for the North Manchester strategy.

## **2. Background**

- 2.1 North Manchester has some of the most challenging health and economic statistics within the City and the country. For this reason it has become a strong focal point of the Manchester Locality Plan 'Our Healthier Manchester'. This aligns with the intended transfer of NMGH into MFT as part of the Pennine Acute NHS Trust (PAT) transaction. This will complete the Single Hospital Service recommendations agreed by HWB in June 2016.
- 2.2 NMGH is situated in the Crumpsall area of Manchester. It is a large District General Hospital, employing over 2,000 staff. It sees one hundred thousand A&E attendances each year and four thousand babies are delivered at its maternity unit. Due to its location close to the boundary of the City approximately half of the people using NMGH services reside in neighbouring boroughs including Salford, Bury, Rochdale and Oldham. It has some specialist services, such as Infectious diseases, which provide to a much larger geography. NMGH is currently part of the Northern Care Alliance Group (which is formed from Salford Royal FT and Pennine Acute NHST Trust). There is a dedicated and established leadership team at the site. This is led by the Chief Officer, Simon Featherstone.
- 2.3 A North Manchester strategy was developed, initially to develop the vision for NMGH in anticipation of it becoming part of MFT. However, it was clear from the outset that this strategy needed to extend far beyond acute hospital services if the health outcomes for the populations surrounding the hospital were to improve toward City and national levels. The strategy focussed upon development of stronger integrated and proactive care delivery out of hospital; promoting healthy lifestyle choices; and critically taking the opportunity to influence the root causes of ill health, including employment, education and social cohesion.
- 2.4 A significant backdrop of this has been the improvement journey of NMGH following an 'inadequate' rating by CQC (October 17). Through NCA/SRFT

governance, strong site leadership, and the efforts of staff, significant improvements have been made to services. The CQC reinspected and rated NMGH as 'Requires Improvement' (March 2018). CQC has recently concluded a further inspection. The inspection report has not been issued but an initial letter from CQC has recognised further improvements since the 2018 inspection. This improvement has been made against a backdrop of inadequate estate and IT, which is not fit for purpose, and will limit the site's services reaching their full potential.

### **3. Vision for the Site**

- 3.1 The opportunity to redevelop the NMGH site is significant. Reconfiguration of the healthcare buildings can create more efficient and effective delivery of care. It can also create a more efficient use of the land which will make significant portions of land available for other purposes without diminishing the level of capacity to meet health needs.
- 3.2. The site presents an opportunity for a broader integrated care offer. This will complement existing hospital and mental health services with the addition of primary/community care and educational and training facilities. This campus offer will enable more integrated and proactive care which can focus on prevention and early intervention as well as acute and long term care.
- 3.3 The health campus vision can be broadened still further to include a wider range of public services and will facilitate increased community activities. Surplus land can also be made available for affordable/supported housing as part of a coherent plan.
- 3.4 Provision of healthcare alone will not turn around the health of a population. Healthcare provision contributes less than 20% to population health outcomes. Other factors such as lifestyle choices, income, housing, employment, education, air quality, social networks etc. play a more significant part. This is consistent with broader population indicators placing North Manchester in the bottom decile nationally in a number of domains.
- 3.5 The vision, therefore, identifies NMGH as an anchor point for the community. It has significantly more employees and annual expenditure than any other organisation in the area. This gives the opportunity to target jobs and spend to local people and businesses. In addition, becoming part of MFT will bring a broader range of opportunities to this end. The strategy will seek to lever the potential from capital investment and the ongoing delivery from the site to generate local employment and business opportunities. The site will become a focal point for the area, beyond that of provision alone.
- 3.6 Working in partnership across the NHS and the City Council brings the opportunity for a health led infrastructure project to act as a catalyst for a Council led regeneration project. This will enable North Manchester to be an exemplar for the Manchester health system; the GMCA 'Our People Our Place' strategy and the NHS Long Term Plan. Most importantly it brings the opportunity to make positive impacts on residents' health and wellbeing.

#### 4. Commitment from Government

- 4.1 On 5<sup>th</sup> of August it was announced that that £72m would be awarded to Greater Manchester Mental Health NHS FT to rebuild Park House. This is part of a £1.8bn programme announced by Government. The proposals for this were developed by GMMH when they took responsibility for Manchester's mental health services. Park House is an inpatient mental health unit situated within the grounds of NMGH. It is in poor condition and has one of the highest rates of dormitory provision in the country. This proposal pre-dates the North Manchester proposition but has been aligned, strategically for some time. In addition to the benefits of much improved facilities GMMH are a key partner in the North Manchester strategy. This will give added opportunities such as closer working between mental and physical health services.

<https://www.england.nhs.uk/north-west/2019/08/05/north-west-nhs-organisations-set-to-benefit-from-national-capital-funding-investment/>

- 4.2 On 29<sup>th</sup> of September the Prime Minister, Boris Johnson, and Secretary of State for Health, Matt Hancock, committed to the rebuild of NMGH as part of a large scale Hospital Infrastructure Plan. The Prime Minister and Secretary of State launched this announcement from North Manchester General Hospital. The Prime Minister cited investment of £500m. The proposition put to Government included a hospital rebuild; a health and wellbeing centre and an education and learning centre within this capital envelope.

Describing the “amazing job” by staff, the Prime Minister recognised the challenge of doing this within buildings built in the 1870s. He confirmed that the money to rebuild would be “forthcoming”.

The Prime Minister included this commitment within his conference speech the following day. Extract:-

*“On Monday I went to the North Manchester General Hospital, and I saw the incredible work they are doing with maxillo-facial surgery, on people who only a decade ago would have been permanently disfigured by their traumas.*

*And for whom hope and confidence is so important.*

*I talked to the patients and every one of them was bursting with praise for the staff and their energy and devotion. But conference that fantastic hospital was built in 1876. To serve the workhouse. And we were walking down long narrow nightingale wards that were designed by the pioneer of nursing and as one of the managers told me that asking those professionals to work in that environment is like asking a premiership footballer to play on a ploughed field.*

*And so I was proud to tell them under this government we will totally rebuild that hospital”*

4.3 The proposition which led to this award has been the product of strong partnership working in the City and with other partners. The broad range of input to its development enabled a strong and innovative offer.

## **5. Next steps**

5.1 The process and timescales for the capital investment are under discussion. However, Manchester will develop the more detailed proposals, which will be required to draw down the capital investment, at pace. These will be ready and in place as when the specific funding window arises. Whilst the mental health capital and the NMGH capital are from separate funding streams, with separate timelines, the proposals will be developed as part of a coherent overall design.

5.2 The broader work relating to the vision will continue also. Plans for regeneration, wider public sector and transformed services will continue. Critical to this is the conclusion of the transfer of NMGH into MFT as well as the continued evolution of Manchester Local Care Organisation.

5.3 Such a programme attracts additional opportunities for investment and these are being explored. There are emerging partnerships with; wider public sector organisations; academia; commercial; and voluntary sector organisations. Due to the location of NMGH we will continue to work closely with CCG and Local Authority Partners in neighbouring boroughs and with the GM Health and Social Care Partnership and GMCA. Now that the Prime Minister has committed to the scheme we are in a stronger position to engage with staff and the public regarding the strategy for North Manchester.

5.4 Links are being made with broader strategy areas within the City Council including the Northern Gateway project, with which the NMGH catchment adjoins, and the Manchester Local Industrial Strategy. We will also form links with the Greater Manchester Industrial Strategy. The investment in North Manchester creates a stronger position to seek other investment. For example we are exploring opportunities from the Centre for healthy ageing challenge fund as part of the national industrial strategy.

5.5 A Strategic Board will be established to oversee the next stage of development. This will be Chaired by Sir Richard Leese. This will be established in the coming weeks.

5.6 It is important that this work connects and contributes to a GM estates and broader strategy. The benefits of this development will spread far beyond North Manchester.

## **6. Recommendations**

6.1 The Board is asked to support the proposition for the North Manchester site and the wider vision for North Manchester.

- 6.2 Welcome the commitment by Government to rebuild North Manchester General hospital; rebuild Park House on the NMGH site; invest in other community based health and care facilities; and invest in education and training infrastructure.
- 6.3 Support the proposed next steps.