

**Manchester City Council  
Report for Information**

**Report to:** Health Scrutiny Committee – 3 December 2019

**Subject:** Single Hospital Service Progress Report

**Report of:** Edward Dyson, Executive Director, Planning and Operations, Manchester Health and Care Commissioning and Peter Blythin, Group Executive Director of Workforce and Corporate Business, Manchester University NHS FT

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**Summary**

This report provides an update on the latest position for the Single Hospital Service (SHS) programme since the creation of Manchester University NHS Foundation Trust (MFT) on 1st October 2017, and specifically references progress with the proposed acquisition of North Manchester General Hospital. It also provides an update on work that has taken place in the development of a proposition for the regeneration of the North Manchester site.

**Recommendations**

To note the information provided in the report.

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**Wards Affected:** All

<b>Environmental Impact Assessment</b> - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	MFT is the largest employer in the City. North Manchester General Hospital is the largest employer in its local area. Both have significant supply chain which brings opportunity. MFT already has links to local schools and business which can bring added value to local communities.
A highly skilled city: world class and home grown talent sustaining the city's economic success	MFT and NMGH both have roles in education of health professionals as well as significant research portfolios.

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A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The Manchester Single Hospital Service and the wider strategy regarding North Manchester will improve the health of the population and create greater benefits in the surrounding communities.
A liveable and low carbon city: a destination of choice to live, visit, work	High quality healthcare provision can support Manchester being an attractive place to live. Modernisation of estate and digital can have a significant impact upon the carbon footprint of the City.
A connected city: world class infrastructure and connectivity to drive growth	The strong research and educational status have a global reputation for the City. Research has great potential for further economic growth.

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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 four years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- Manchester Locality Plan 2015 – ‘A Healthier Manchester’
- Manchester Locality Plan (refresh) 2018 ‘Our Healthier Manchester’
- Sir Jonathan Michael Single Hospital Service Reviews
- Taking Charge – Greater Manchester Health and Social Care Partnership
- Single Hospital Service progress report October 2018 – Manchester Health Scrutiny Committee
- MFT One Year Post-Merger Report
- The Future of the North Manchester General Hospital Site: A healthcare-led approach to civic regeneration
- Manchester Health and Wellbeing Board report – 30th October 2019

## **1.0 Introduction**

- 1.1 The purpose of this paper is to provide an update on the Single Hospital Service (SHS) Programme with particular reference to the proposed acquisition of North Manchester General Hospital (NMGH) and the associated development of the NMGH site.

## **2.0 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, and is a long-standing objective in the Manchester Locality Plan. The Single Hospital Service Programme has been operational since August 2016.
- 2.2 The Programme is being delivered through two linked projects. Project One, 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), was completed on 1st October 2017.
- 2.3 'Project Two' is the proposal for North Manchester General Hospital (NMGH) to transfer from Pennine Acute Hospital NHS Trust (PAHT) to MFT.

## **3.0 Merger integration**

- 3.1 Good progress continues with the Integration Programme outlined in the previous report to the committee, with the Integration Steering Group (ISG) continuing to oversee the delivery of all integration work streams.
- 3.2 A recent review of all corporate integration projects managed through the Wave Programme Management system highlighted the number of projects that have reached "business as usual" activity (i.e. full integration) two years post-merger. A review of clinical integration projects is currently underway.
- 3.3 As per the Integration Management Office (IMO) approach to managing merger benefits, a post two-year review of all benefits has commenced to ensure that emergent benefits are being captured and those benefits due for realisation, are being reported to the appropriate forums.
- 3.4 MHCC continues to monitor the delivery of merger benefits through a series of workshop sessions, in collaboration with the GMH&SC Partnership.

## **4.0 North Manchester General Hospital**

- 4.1 North Manchester has some of the most challenging health and socio-economic statistics in the country, including the highest level of health-related deprivation. For this reason, it has become a strong focal point of the Manchester Locality Plan. One part of this plan is to provide a Single Hospital
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Service for the City of Manchester, ensuring that all patients can access the same high standard of care, whichever hospital they use.

- 4.2 North Manchester General Hospital (NMGH) sits within Pennine Acute NHS Hospitals Trust (PAHT), and is currently managed by Salford Royal NHS Foundation Trust (SRFT) under the terms of a management agreement issued by NHS Improvement (now NHS England / Improvement – NHS E / I).
- 4.3 NHS E / I has previously determined that the preferred long term solution is for NMGH to become part of the MFT group of hospitals, and for SRFT to acquire the Bury, Oldham and Rochdale services.
- 4.4 A Strategic Case which set out the benefits of NMGH being operated by MFT was submitted to NHS I on 29th March 2019. SRFT also submitted its Strategic Case at the same time regarding the proposed acquisition of the remaining PAHT sites.
- 4.5 The review of documents by NHS I was anticipated to last approximately six weeks, however due to the high level of complexity associated with both of the proposed transactions a significant delay has been incurred. That stated, NHS E / I are continuing to examine the cases in the context of the funding required to enable the transactions to take place.
- 4.6 Due to the delay in realising a formal transaction to transfer NMGH to MFT, NHS E / I are currently considering options for an interim solution to allow MFT to provide management and leadership to NMGH prior to a formal transfer. The outcome of this process is expected in the near future.
- 4.7 The inclusion of NMGH within MFT has the potential to deliver significant benefits for patients, alongside wider strategic opportunities for North Manchester.

## **5.0 Current progress**

- 5.1 MFT and SRFT are engaged in a joint disaggregation review process whereby senior managers and clinicians from MFT, SRFT and PAHT are discussing the requirements, and potential complexities, of disaggregating Pennine services. This process has been protracted but is nearing completion.
  - 5.2 In addition, engagement with NMGH staff is continuing to be positive. MFT and MHCC are attending bi-monthly NMGH Staff Engagement Sessions which are well attended and are viewed positively by staff.
  - 5.3 Notwithstanding the focus on the statutory transactions, partners in Manchester, led by MHCC, have developed an ambitious proposition for NMGH and the wider North Manchester locality. In summary, this aims to use the redevelopment of the NMGH site to facilitate stronger integrated care, increasing delivery of community based services, promoting healthy lifestyle choices and critically, taking the opportunity to influence the root causes of ill
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health (including employment, education and social cohesion) and to regenerate the local area.

- 5.4 The redevelopment will include the co-location of new acute hospital facilities with, mental health, intermediate care, community services and primary care. In addition, there will be connections out to wider services and facilities through a five hubs model.
- 5.5 For the North Manchester population this will ultimately mean longer life expectancy, improved quality of life, increased economic productivity, and better health outcomes through more effective, and higher quality, support and care.
- 5.6 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. The broad range of input to its development has enabled a strong and innovative offer.

## **6.0 Commitment from Government – capital funding announcement**

- 6.1 On 29th September 2019, Prime Minister Boris Johnson, and Secretary of State for Health and Social Care, Matt Hancock, visited the NMGH site. Sir Richard Lees and Sir Mike Deegan joined the visit along with senior leaders from SRFT and PAHT. The Prime Minister gave an undertaking to fund the rebuild of NMGH.
- 6.2 NMGH was also announced as one of 21 sites to be given seed funding as part of the Health Infrastructure Plan that has recently been published by the Department of Health and Social Care. At present £100m of seed funding is available for Trust's with sites on this list to access to develop their plans.

## **7.0 Next steps**

- 7.1 The process and timescales for capital investment remains under discussion with NHS E / I regional and national teams. As part of this MFT, GMMH, MHCC, Manchester LCO and other partners are developing detailed proposals to ensure that the current planning momentum is maintained whilst capital funding allocations are confirmed.
- 7.2 Plans for the regeneration of hospital site and the surrounding area will continue to be finessed as part of the formal planning processes required to deliver a scheme such as the redevelopment of the NMGH site.

## **8.0 Recommendations**

- 8.1 The Health Scrutiny Committee is asked to note the information provided in the report.
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