

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

Report to: Manchester Health and Wellbeing Board – 24 March 2021

Subject: Manchester Single Hospital Service – update on current position

Report of: Peter Blythin, Executive Director, Workforce and Corporate Business, and David Furnival Group Director of Facilities and Estates, Manchester University NHS Foundation Trust

Summary

This report provides an update on the progress of the Manchester Single Hospital Service (SHS) Programme. In particular, it outlines the work being undertaken to complete the proposed acquisition of North Manchester General Hospital (NMGH) by Manchester University NHS Foundation Trust (MFT).

Recommendations

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

Board Priority(s) Addressed:

Health and Wellbeing Strategy priority	Summary of contribution to the strategy
Getting the youngest people in our communities off to the best start	The 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 acquisition of North Manchester General Hospital will enable MFT 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	The 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 around 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	

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Background documents (available for public inspection):

None.

1. Introduction

- 1.1. The purpose of this paper is to provide an update for the Health and Wellbeing Board on the Single Hospital Service (SHS) Programme. It sets out the current position in respect of the proposal for Manchester University NHS Foundation Trust (MFT) to acquire North Manchester General Hospital (NMGH). The delivery of this transaction will mark the completion of a five-year long strategy to create a Single Hospital Service for Manchester and Trafford.

2. Background

- 2.1 The proposal for a Single Hospital Service (SHS) was originally developed through an independent review in 2016 that identified the potential to achieve a wide range of benefits by bringing together clinical and non-clinical services into extended teams. The first stage of this programme was delivered through the merger of Central Manchester University NHS Foundation Trust (CMFT) and University Hospitals of South Manchester NHS Foundation Trust (UHSM) and the creation of MFT, in 2017. The second stage of the strategy always envisaged the subsequent incorporation of North Manchester General Hospital (NMGH) into MFT. The acquisition of NMGH is planned for 1st April 2021.
- 2.2 On 1st April 2020, MFT took responsibility for NMGH under the terms of a management agreement with the Board of Pennine Acute Hospitals NHS Trust (PAHT – its parent organisation), and the Hospital has operated effectively as part of MFT throughout 2020/21. Managing NMGH has allowed MFT to become familiar with the hospital site and the way services are delivered. In addition, the period of the management agreement has enabled a new MFT Leadership Team to become embedded at NMGH, and for productive and supportive working relationships to be developed between NMGH staff and teams across MFT's existing service portfolio.
- 2.3 These factors have supported delivery of effective care at NMGH throughout the period of the Covid-19 Pandemic and have also facilitated the preparation for a seamless transition to NMGH formally becoming part of MFT on 1st April 2021. The management agreement between PAHT and MFT will conclude on 31st March 2021 when the NMGH transaction is completed.

3. Transaction Process

- 3.1 NHS England / Improvement (NHS E/I) established a process to dissolve Pennine Acute NHS Hospitals Trust (PAHT) in such a way that MFT acquires North Manchester General Hospital (NMGH) and the remaining PAHT sites transfer to Salford Royal NHS Foundation Trust (SRFT). MFT is committed to the acquisition of NMGH and work to deliver this objective, in collaboration with SRFT and PAHT, has progressed well.
- 3.2 In late February it was confirmed that SRFT had requested a deferral of the acquisition of the Bury, Oldham and Rochdale sites and services. This

transaction will not now proceed on 1st April 2021 and so PAHT will remain in place as a statutory organisation. SRFT's stated intention is to complete its transaction by 1st October 2021.

- 3.3 These changes will not affect the timing or completion of the MFT acquisition of NMGH. Although a different legal route to the one originally planned will now be required, MFT expects to proceed with the NMGH transaction, as planned on 1st April 2021.
- 3.4 The legal mechanism for the transfer of NMGH to MFT will be by a prior commercial transaction, rather than the statutory transaction originally envisaged. The subsequent acquisition of the Bury, Oldham and Rochdale sites and services by SRFT and the dissolution of PAHT will be completed through a statutory mechanism, and MFT will also be a party to this process.

4. Progress to Date

- 4.1 Throughout 2020/21, MFT has worked collaboratively with partner organisations on the 'disaggregation' of PAHT clinical and corporate services. This means that MFT has a clear understanding of the services, staff, equipment and contracts that will be transferring with the NMGH site and that robust plans to start to integrate the NMGH services into MFT have been produced.
- 4.2 A NMGH Transaction Business Case was developed during autumn 2020 and, following engagement with a range of key stakeholders including the MFT Council of Governors, this was approved by the Board of Directors on 14th December 2020.
- 4.3 The first iteration of the NMGH Post Transaction Integration Plan (PTIP) was finalised in December 2020 and set out the work needed to safely deliver 'Day 1'. As with the creation of MFT in October 2017, a conscious decision has been taken to minimise the change that is experienced by NMGH staff or patients on 1st April. Instead, change will be limited to those areas where it is needed to maintain patient safety, meet statutory requirements or maintain business critical functions.
- 4.4 A second iteration of this document (PTIP v2) has just been finalised, and this provides assurance that all necessary activities to safely deliver 'Day 1' remain on track. It also sets out the work that will be undertaken, across all clinical and corporate areas in the days, weeks and months after 1st April to start to integrate NMGH fully into the MFT Group.
- 4.5 Detailed processes to identify the members of the PAHT workforce that will transfer to MFT have been completed and plans are in place to ensure this process happens smoothly for 'Day 1'. This work has been undertaken with the necessary engagement from staff side representatives.

- 4.6 The NMGH transaction is being undertaken on an 'as-is' basis with MFT, PAHT and SRFT agreeing that existing patient pathways, across the North East Sector, should be maintained on 1st April 2021, despite the service disaggregation that will have taken place. To deliver this commitment a series of Service Level Agreement (SLA) documents has been produced which articulate the service that is being provided by one organisation to the other and also identify the recharges required to maintain these arrangements.
- 4.7 All legal documentation required to enact the transaction is nearing completion and will go through the relevant signatory processes in the coming week.
- 4.8 MFT continues to actively contribute to the PAHT-led transaction communications and engagement group, engage with staff at NMGH through presentations at monthly 'Team Talk Extra' meetings, and work with NMGH's communications manager to ensure messages across MFT are shared throughout NMGH's internal channels. Specific Group Chief Executive and Chairman welcome messages are being planned for 31st March / 1st April as NMGH is formally welcomed into the MFT Group.

5. NMGH Redevelopment Update

- 5.1 The MFT Board endorsed both the Redevelopment and Digital Outline Business Cases (OBCs) at their meeting on the 11th January 2021 and the OBCs were subsequently submitted to the NSHEI and DHSC on the 29 January 2021 for appraisal. The Preferred Way Forward for the Redevelopment Case identifies a need for £587m capital investment with a further £96m to deliver digital capabilities.
- 5.2 The Trust has been formally notified that the NMGH redevelopment is one of eight HIP schemes that will be taken forward as 'frontrunners' within this current spending review, with the other HIP schemes being eligible for funding from 2025 onwards only.
- 5.3 As part of the national New Hospitals Programme, the Trust has signed a Collaboration Agreement which sets out how the Trust will work with the new national team. The NHS E/ I and Department of Health & Social Care central team and their technical advisors will now review each of the eight frontrunner schemes against the emerging central priorities such as design standardisation and modern methods of construction.
- 5.4 The public consultation period for the Strategic Regeneration Framework formally closed on 29th January 2021. In terms of engagement capture, the MFT website provided the focus for information and feedback, backed up and promoted via press and social media coverage summarised as:
- Over 5,500 page views of the project website
 - Wide-press coverage in MEN/BBC/PNW/Industry titles
 - Over 75,000 social media impressions (Twitter, Facebook, LinkedIn)
 - 100s of staff /patient engagements

- 90 feedback forms (fully/partially completed) via MFT website
- 96 votes on the social media polls

5.5 Feedback has been overwhelming positive with 86% of respondents indicating their support for the proposals. The draft final version of the Strategic Regeneration Framework was considered by the City Council's Executive Committee on 17th March 2021 and was formally endorsed, representing a significant milestone in the redevelopment journey.

5.6 The redevelopment programme achieved a start on site in December 2020 with the commencement of enabling works. The following areas of activity continue to progress funded by the approved enabling works packages:

- The proposed multi-storey car park and cycle hub planning application was submitted in December 2020. Procurement for the contractor to construct this facility and deliver the required external works has also been completed.
- The decant accommodation required to provide ongoing office space for those affected by the commencement of enabling works will be located by the current estates building. This four-storey modular block has been procured and planning permission granted.
- The Trust is working closely with Greater Manchester Mental Health NHS Foundation Trust to prepare to commence the enabling works on the Pennine Acute Hospitals NHS Trust HQ site in preparation for the New Park House development.

6. Conclusion

6.1 MFT remains committed to the realisation of the plan to fully establish the Single Hospital Service for Manchester and Trafford by transferring NMGH to MFT on 1st April 2021. On this basis, MFT will continue to engage with all key stakeholders and in particular, work with NHS E/I in its role to oversee the plan to dissolve Pennine Acute Hospitals NHS Trust.

6.2 It is clear that the inclusion of NMGH within MFT has the potential to deliver significant benefits for patients and staff, alongside wider strategic opportunities for North Manchester. The transaction and subsequent capital redevelopment offer a positive future for NMGH as a busy and vibrant general hospital providing excellent care to the local community and acting as an anchor institution for economic regeneration and community development.