

Stakeholder/Staff briefing: Tuesday 31 May 2016

Manchester Single Hospital Service Review – Stage 2

(FINAL)

Dear Colleague,

In January 2016, the Manchester Health and Wellbeing Board (HWBB) commissioned the City of Manchester Single Hospital Service Review to look at the benefits that might be achieved from closer working and alignment between hospital services and how these could most effectively be delivered. Hospital services in Manchester are facing many challenges around staffing, workload pressures and financial viability. More importantly, standards of care are not consistent across the city. Hospital and commissioning organisations in Manchester all recognise that this situation should not be allowed to continue.

The work on the Single Hospital Service forms one of the three pillars of the Manchester Locality Plan. The other two are the development of a Local Care Organisation and a single commissioning function within the City.

The review has looked at services run by University Hospital of South Manchester NHS Foundation Trust (UHSM), North Manchester General Hospital (run by The Pennine Acute Hospitals NHS Trust – PAHT) and Central Manchester University Hospitals NHS Foundation Trust (CMFT), and has been carried out independently by Sir Jonathan Michael.

On 27 April 2016, Sir Jonathan published his [Stage 1 Report](#). This part of the review involved extensive engagement with key stakeholders, including many senior clinicians, and looked at whether closer collaborative working can help to address the problems that Manchester is facing. By considering a number of ‘exemplar’ services, the first part of the review concluded that a Single Hospital Service would deliver benefits in areas such as quality of care, patient experience and access, workforce recruitment/retention and research/innovation. It also identified a range of ‘enablers’ that would need to be in place to successfully deliver these benefits, including the need to have clarity of leadership, joint IT systems and common HR processes.

Sir Jonathan Michael’s Stage 2 Report will be discussed and presented to members of the HWBB on Wednesday 8 June 2016. The report, which will be publicly available on Manchester City Council’s website from 2.00pm on Tuesday 31 May 2016, sets out a list of recommendations for considering the appropriate organisational and governance arrangements that would need to be in place to successfully deliver a Single Hospital Service. http://www.manchester.gov.uk/meetings/meeting/2641/health_and_wellbeing_board

Seven organisational models have been considered, ranging from a partnership agreement through to the creation of a new hospital trust for the city. Each has been appraised to determine the extent to which they might allow the benefits and enablers of a Single Hospital Service to be realised. This work has been done by Sir Jonathan and the resulting report represents his independent view. The Stage 2 Report outlines Sir Jonathan’s conclusion that the creation of a new organisation, which would take responsibility for the full range of services currently provided by CMFT, UHSM and NMGH, provides the best opportunity to deliver the benefits of a Single Hospital Service.

The key recommendation of the Stage 2 Report is that the Trust Boards should enter into a discussion, over the next few weeks, to consider how the creation of a single organisation, to run hospital services in Manchester, would best be achieved.

Sir Jonathan has recognised the complexity of the recommendation he has made and he has asked the Boards to consider a range of areas within their conversations. These include a detailed assessment to evaluate the impact that the realignment of NMGH might have on the sustainability of remaining services provided by both PAHT and the proposed new City-wide Hospital Trust. In addition, he has highlighted the need to ensure that any changes in the City are co-ordinated with work across Greater Manchester.

Each Trust has submitted its formal comments on the Stage 2 Report and these are included in the documents that are being published. The Trusts have all recognised the potential to achieve significant benefits through the development of a single hospital service, and have accepted Sir Jonathan's recommendations. Subject to the proceedings of the Health and Wellbeing Board meeting on 8 June 2016, the three Trusts will start a collaborative process to consider the practicalities of implementing Sir Jonathan's proposals, and this will include engagement with staff and key partners. Sir Jonathan has recommended that the Trusts feedback the outcomes of these discussions and more detailed plans to the Manchester Health and Wellbeing Board within six weeks.