

STRONGER *together*

Merger of Ealing Hospital NHS Trust and The North West London Hospitals NHS Trust

November 2013

Business case for the merger of Ealing Hospital NHS Trust and The North West London Hospitals NHS Trust.

This briefing provides an update about the merger of Ealing Hospital NHS Trust and The North West London Hospitals NHS Trust and information about the business case. For more information about the proposed merger please see our website www.nwlh.nhs.uk/stronger-together. You can also email us on merger@nhs.net.

Introduction from Chief Executive, David McVittie

We continue to be committed to a merger of our organisations and believe that our organisations will be stronger together. Our reasons for merging have not changed and, if anything, are even more compelling.

We have a strong vision for the new organisation, London North West Healthcare, for the care it will provide and for the staff who will work here.

We will be stronger for our patients and able to deliver safer and more specialist care by providing services across larger populations. We will be able to provide more care closer to where patients live or in their homes by joining up community and hospital services.

We will be stronger for our future and better able to meet the challenges ahead than we would as separate organisations.

Of course we won't be able to achieve any of this without the skills and expertise of our dedicated staff. But the merger will bring benefits for them too, with greater opportunities for training and development and new roles and career pathways.

We are working to a new timeline and process which we have agreed with the Trust Development Authority (TDA).

In November we presented a revised business case to both Trust Boards and they gave their approval for it to be submitted to the Trust Development Authority for its approval in January. The following provides some information about this business case.

The next step for us is to finalise a full business case to be approved by the TDA in March. Subject to approvals from the Secretary of State for Health, the Trusts would merge in July 2014.

Over the past few years we have been talking to our staff, NHS partners, local organisations and the public about the proposed merger.

We want to thank everyone who has supported us to date and given up their time to listen to us, attend events and give their views. This is not the end of a journey, but the start of one. If the merger is approved, your involvement will be vital in helping us to shape the new organisation and ensure we truly deliver on our promise to provide the highest quality of care for our patients, in hospital, at home or in the community.

David McVittie

Chief Executive and Transactions Director

The North West London Hospital NHS Trust and Ealing Hospital NHS Trust

London North West Healthcare NHS Trust would be one of the largest integrated NHS organisations, employing more than 8,000 staff, serving nearly 900,000 people, with a budget of more than £650 million a year.

A well as Central Middlesex, Ealing and Northwick Park Hospitals, the Trust would manage the world-renowned St Mark's Hospital. It would be responsible for community health services across Brent, Ealing and Harrow, including Clayponds Rehabilitation Hospital in south Ealing and Meadow House Hospice.

What's happening?

Following a delay to the merger programme when the business case was deferred in Autumn 2012 because of financial challenges and the need to align it more closely with the outcomes of the Shaping a Healthier Future (SaHf) consultation, things have picked up and gained momentum.

There remains a strong commitment to the merger and we are working to a new timeline and process. In November our Trust boards approved a new business case for the merger and this has now been submitted to the TDA for its approval.

There are a number of important steps in the process before go ahead for merger can be given. The final business case will be considered and submitted to the TDA's board for approval in March 2014. If formal go-ahead is made by the Secretary of State for Health in April 2014, the merger is likely to take place in July 2014.

What is different about the business case this time around?

There are two main differences in the business case since the one completed in September 2012.

The first is that it is more closely aligned with the Shaping a Healthier Future (SaHF) programme for services across North West London. These have now been consulted on and approved by the Secretary of State for Health. We believe the merger of the Trusts puts us in a better position to safely manage the implementation of its recommendations than if we did it alone as two separate organisations.

The business case continues to make the case for organisational merger. However as part of the development of the business case, the Trusts have to take into account what services may look like in the future to reflect the SaHF vision.

The second big change is that we have spelt out more clearly what will happen if we don't merge. This includes both Trusts facing huge financial challenges in delivering and sustaining high quality services.

What does the business case say?

The business case re-iterates why the two Trusts will be stronger together. It gives compelling arguments for the need to adapt to a challenging healthcare environment to ensure our services are fit for the future.

Our clinical vision

It sets out our **clinical vision** for the new organisation, **London North West Healthcare NHS Trust**, and the **benefits for patients and our staff** (Chapters 5 and 6).

"We will provide excellent clinical care in the right setting by being compassionate, responsive and innovative."

It describes how the new organisation will provide innovative high quality care not just in hospitals, but in health centres and at home for our highly diverse local communities in Brent, Ealing and Harrow.

The benefits include:

- Improved clinical outcomes and safer care by providing services across larger populations
- Better access to the right specialist teams and equipment when these are needed
- Joined up care across communities and hospitals helping to avoid the need for admission to hospital
- More care close to where patients live or in their own homes
- Shorter stays in hospital

"Cardiovascular disease is a major health problem for local residents. We have strong cardiology departments ... but combining cardiology expertise can only strengthen services further and improve 24/7 access to first class local preventative, diagnostic and treatment cardiology service."

It shows how the Trust will be **a clinically led and patient centred organisation** that will nurture and promote excellence in clinical work, listen and respond to patients and partners and recruit, develop and retain the best staff.

It describes that there will be four **clinical divisions** led by senior clinicians:

- Integrated medicine
- Surgical services
- Women and children's services
- Clinical support services

The vision includes a commitment to **excelling in teaching and training and** describes how the new organisation will be able to build on the leading research, development, innovation and good practice of the existing Trusts (chapter 5).

The compelling financial benefits of the merger are explained in Chapter 8 of the business case. This shows how the new organisation could achieve recurrent surpluses from 2018/19 onwards and have sufficient numbers of patients to support clinical sustainability. It demonstrates that without change neither Trust is sustainable in the longer term and would have increasing deficits.

The business case also includes:

- The **new organisation's structure and governance arrangements** (Chapter 7). It details the structure of the Board, roles and responsibilities and the proposed divisional management structure which will ensure strong and visible clinical leadership of the Trust.
- **Our engagement and communication with stakeholders** (Chapter 9). Key themes and issues raised by stakeholders are highlighted and it describes how we are refreshing our engagement and are working with local Healthwatch organisations. It also sets out plans for future communication and engagement for the new Trust.
- The business case reveals our implementation plans for ensuring the new organisation is safe and well governed from the start, demonstrating our **readiness for day one and beyond and ensuring business as usual for our patients** (Chapter 10).

Where can I find out more or get involved?

We welcome your views. You can get in touch with us by:

- Contacting us on 020 8869 3298, or email us on merger@nhs.net
- If you would like someone to attend one of your meetings to discuss the merger then please call or email.
- Read the business case on our website www.nwlh.nhs.uk/stronger-together