



HARROW STRATEGIC PARTNERSHIP BOARD

Stronger together: The proposed merger of Ealing Hospital NHS Trust and The North West London Hospitals NHS Trust

Simon Crawford, Senior Responsible Officer
Ealing Hospital and North West London Hospitals NHS Trusts
Organisational Futures Programme
19th March 2012

Introduction

Background

In January 2011 the Trust Boards of both organisations considered a high level appraisal of the options for integration of the two Trusts that suggested there were benefits in pursuing a merger of the two Trusts.

As a result a Strategic Outline Case was produced and agreed by both Boards in May 2011, followed by the approval of a more detailed Outline Business Case (OBC) in October 2011 which was subsequently supported by Commissioners in North West London and NHS London.

The final part of the process is the production of a Full Business Case which needs the approval of both Boards, the support of Commissioners, NHS London and then finally the Department of Health Transactions Board.

Both the OBC and the FBC make the case for organisational merger and not service change. Changes to the way services will be delivered in the future across North West London are currently being considered as part of the Shaping a healthier future Programme led by NHS North West London.

Establishment of Programme Board

To oversee the process an Independent Chair (Peter Garland) and a Senior Responsible Officer (Simon Crawford) were appointed in line with the NHS London Transactions manual in April 2011. An Organisational Futures Programme Board was also established to manage the merger process. Membership of this Board includes the Trusts, NHS North West London, NHS London, Local Involvement Networks (LINKs) for Ealing, Brent and Harrow and the three GP Cluster leads.

Proposed Action

The following provides an update for members of the Harrow Strategic Partnership Board regarding the proposed merger of Ealing Hospital NHS Trust with The North West London Hospitals NHS Trust.

Full Business Case

The merger programme team submitted the Full Business Case (FBC) for the organisational merger of the two Trusts without major service change on 9th March in line with the revised submission deadline. Included with the FBC were embedded appendices and supporting documentation, including the Long Term Financial Model (LTFM), key strategies and Post Implementation and Integration Plans (PMIIPs) to NHS London

The FBC updates the Outline Business Case (OBC), ensuring that any material changes to financial assumptions are incorporated and further refines the case for change. It sets out plans for developing the new organisation, demonstrating readiness for day one and describing the path to full integration. It also documents the assurance processes undertaken by both organisations to enable existing Trust Boards to discharge their duties and to provide necessary information to the Board of the new organisation.

The next milestone is the presentation of the FBC to both Trust Boards on 29th March for approval. Assuming the FBC gains approval from Trust Boards it will formally be reviewed by the NHS London Board and the NHS North West London Board prior to submission to the Department of Health Transactions Board in May/early June. Following the submission to NHS London on 9th March they have begun their assurance process which also completes end of March 2012.

The proposed merger date is 1st July 2012.

Consultation and engagement

Under section 25 of the NHS Act 2006 both Trusts were required to consult with the three LINKs in relation to the proposed merger. In addition both Trusts recognised the importance of, and made a commitment to, engaging with a broader group of stakeholders.

LINKs

- As part of the formal consultation required with LINKs on the proposed merger, the LINKs held public deliberative events in each of the three boroughs to seek views of their members and the public regarding the organisational merger.
- The Trusts have received written responses from the LINKs. Overall Harrow LINK supports the proposed merger to retain high quality and standards of health care. Both Ealing and Brent LINKs have offered

qualified support and identified a number of issues that they would expect either the FBC or the merged Trusts to address.

Overview and Scrutiny Committees

- Written and verbal updates have been provided to the three borough health overview and scrutiny committees. An informal joint meeting with Chairs and Vice Chairs was held in January to enable an opportunity to discuss the proposed merger in more detail. The Trusts have also received written responses to the proposed merger from all Scrutiny Committees and these have been included within the FBC.

An overview of engagement activities with other stakeholders includes:

- Circulation of more than 12,000 copies of summary document booklet to stakeholders, local organisational across the three boroughs. The documents ask for people views via a dedicated email address merger@nhs.net. Information has also been posted on the Trust websites and a dedicated microsite was set up in February.
- A range of events and information for staff across the three organisations including open forums, information stands, bulletins and intranet.
- Three deliberative events hosted by the Trusts in May and June 2011.
- A range of clinical engagement events including an event hosted by The Kings Fund in January this year. GPs were also invited to events.
- Regular attendance at Clinical Commissioning Group meetings and Chairs of the Groups are also members of the Programme Board.

More information about the proposed merger can be found on the website www.nwlh.nhs.uk/stronger-together/

Simon Crawford

Senior Responsible Officer, Organisational Futures Programme Board

15 March 2012

What are you asking the Partnership Board to do

The Partnership Board is asked to note the completed FBC has now been submitted to NHS London and will go to the two Trust Boards independently for approval.