

Estate Master Planning and Emergency Service Reconfiguration Manchester University NHS FT

Project summary:

Manchester University NHS FT (MFT) is the leading provider of hospital, community and specialist health services for Manchester and Trafford and treats more than a million patients every year.

In 2013 the Trust created a health planning framework to assist in its master planning and clinically driven programme of development to rationalise emergency services and strategically re-plan its estate.



Context: MFT Health Planning Framework

MFT appointed Fusion as its sole healthcare planner to address a wide range of strategic and operational planning needs on the basis that *'No other health planning organisation was able to present a credible and supportive challenge to their clinical needs'*. (CMFT Head of Estates)

Key projects within the programme

- Ten-year estate strategy
- Scoping design for the Turner Dental Hospital
- Outline/Full business case for the Redevelopment of the Emergency Department (Project RED) and the masterplanning of the MRI
- Outline business case for the redevelopment of the Paediatric ED (Project PED)
- Business case for an inter-operative theatre suite
- Master planning of the Trafford and Wythenshawe Hospitals
- Business case development for an emergency heli-landing site aligned to the emergency department

Our approach:

Rapid review, analysis and presentation of activity data and projections was a key aspect of the project, allowing the Fusion team to propose clinically credible options, underpinned by robust planning assumptions. Clinical and wider stakeholder engagement across the organisation established common understanding of issues and requirements and consensus on the way forward. These underpinned the estate strategy and appraisal of practical and meaningful options for delivering the specific projects.

Tight project management was essential to ensure that the overall programme and individual projects maintained momentum to meet the challenging timescales. This was overlaid with management of the overarching design process to deliver viable options that could be reconciled to the capital budget and ensure that the economic appraisal delivered a robust solution to meet Trust requirements.

The outcomes:

The key outcomes delivered by Fusion were:

Clarity on the activity requirements to 2025 in the context of strategic change in Manchester.

A multi-site estate strategy aligned with those requirements and a masterplan for the Central Manchester and Trafford sites.

A detailed proposal for the Trust's Emergency Department with functional flows and content to meet growth in demand, delivered through an alternative to the Manchester Triage model of care, using a redefined 'see and treat' model incorporating a 'swing' arrangement to allow major and minor treatment functions to flex.

An ED business case developed and presented to the Trust.

A number of further business cases to support the key projects successfully delivered by Fusion.

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