Project 2000 BACKGROUND BRIEFING NOTE

The project is in accord with several reviews of pathology in the city culminating in the report by Professor A. Bellingham (1997), commissioned and accepted by the Manchester Health Authority (MHA), about the rationalisation of pathology services.

The Bellingham Review of Pathology (1997) made specific recommendations regarding the configuration of Pathology services in Manchester:

- The transfer of Cytology Services and specialist services to Central Manchester Healthcare Trust.
- The establishment of appropriate Microbiology Services at Wythenshawe Hospital
- The development of a Unified Microbiology Service involving close working relationships between CMHT and the PHLS.
- Transfer of specialist services to Central Manchester
- GP's to use a provider unit of their choice

The project involves:

- The transfer of the Cytology Service (from the Christie Hospital) and the Public Health Laboratory Service (from the Withington Campus); together with the increased (+30%) Pathology investigations arising from the closure of Withington Hospital and associated transfer of patients to Central Manchester.

- The design and construction of an extension to the Clinical Sciences Building at Central Manchester and Manchester Children's University Hospitals NHS Trust (CMMCUH).

Supported by the NHS Executive (North West) and Manchester Health Authority the Project 2000 initiative has developed as a partnership between the following organisations:

Central Manchester and Manchester Children's University Hospitals NHS Trust (CMMCUH)
Christie Hospitals Trust
Manchester University
Public Health Laboratory Service (PHLS)
South Manchester University Hospitals Trust (SMUHT)

KEY FEATURES OF THE PROJECT

- First steps in partnership working
- Transfer and integration of Cytology Laboratory Services
- Enhancement of Manchester Cytology Training Centre
- Transfer and integration of Manchester Public Health Laboratory Service
- Establishment of Unified Microbiology Service
- Development and expansion of Electron microscopy services
- Efficiency savings
- First steps in the establishment of a managed clinical network
- Delivers aspects of the "Bellingham" recommendations
- Facilitates transfer of clinical work upon closure of Withington Hospital
- Establishment of Microbiology Laboratory facilities at Wythenshawe Hospital
- Further development of Autolab facilities at Central Manchester
- Development of Molecular Biology facilities at Central Manchester
THE THREE MAJOR ELEMENTS OF THE PROJECT:

CYTOLOGY

Involving the transfer of 50 staff, the development will create one of the largest Cytology centres in Europe, which will be fully integrated with Gynaecological Pathology, and the clinical departments of Gynaecology and Oncology at St Mary’s Hospital. The modern laboratories and equipment will enhance the prospects of profitable research into new screening techniques. The Manchester Cytology Training Centre is to be housed in purpose built accommodation and will continue to offer high calibre training to staff throughout the North West Region.

Interim management arrangements for the Cytology Service were introduced in advance of physical merger (June 2000). A combined management structure is in place reporting to a Cytology Management Board consisting of representatives of both Trusts and Manchester Health Authority.

THE MANCHESTER PUBLIC HEALTH LABORATORY SERVICE (PHLS)

Involving the transfer of >100 staff. Following integration with staff and facilities at Central Manchester a “Unified Service” for the provision of Microbiology Services will be developed. This new service will provide comprehensive Microbiology Services to Central Manchester, SMUHT and Christie Trust and specialist services to a wide range of Trusts across the North West region and beyond. In addition to the development at Central Manchester, Microbiology (Bacteriology) laboratory facilities will be established at Wythenshawe hospital.

Management arrangements for the Unified Microbiology Service were agreed in Autumn 2000. The arrangement will be established following agreement of a “Memorandum of Understanding” between Central Manchester and PHLS and prior to the “physical” merger of the two organisations.

AUTOLAB FACILITIES

Further development of the joint Biochemistry \ Haematology automated laboratories (Autolab). This non-stop pathology facility will continue to develop enhanced automation (robotics) capabilities and will facilitate technology transfer with realisable benefits to service provision. Specifically, the development will facilitate the transfer of GP (Community) Pathology Services and in-patient services from Withington.
PROJECT 2000 PROGRESS UPDATE

Central Manchester and Manchester Children's University Hospitals NHS Trust
Work commenced on the construction of CSB2 on 23rd July 2001, Morrisons are the company awarded the contract for this work. We have a schedule, which details the progression of the work, and we are assured that things are moving forward on time! We are all anxious to see the building start to take shape, the work is scheduled for completion in July 2002.

Morrisons are working to the detailed plans produced by the architects and engineers and the room data sheets compiled by users. Any further requested change or modification to the design will be subject to a strict change control process,

The transfer of the Electron Microscopy Services is planned to occur as the first stage of the transfer from the Withington site. Work has started on modifications to the ground floor areas of the current CSB and the refurbishment should be completed in November.

Presentations by the architects to be organised for all staff during September/October - dates to be confirmed. We have posted photographs of the site on the WEB at www.manlab.co.uk in order that every one can see the building starting to take shape.

South Manchester University Hospitals
Outline plans for the South Manchester Pathology Project (which include the Microbiology Laboratory at Wythenshawe Hospital) are agreed and room layout plans are in preparation. Acceptance of business case by the NW office of the NHS Executive is still awaited.

Cytology Centre
The two departments are now into their second year of amalgamation and there are no problems and have integrated well. Issues of differences in contracts are being addressed; together with specific issues and the move to CMMCUHT in 2002 should be as smooth as possible.

Microbiology Information Technology
Agreement has been reached between the Unified Service (CMMCUHT and PHLS) and SMUHT to implement/upgrade Telepath as the operational IT system for Microbiology and Virology. Significant capital and revenue investment is planned over the next 12 months to ensure that the existing major benefits of ward order communications and linkages to other Group PHL labs and Trusts are built upon. An IT Implementation Group has been established with Alison Cartmill as Chair to project manage the transitional phase which will take us to the summer of 2002.

Next Steps - It is recognised that our Microbiology Service will need to utilise leading edge IT systems to implement bi-directional links to primary, secondary and tertiary centres across the region and beyond to enable test information to be accessible via the NHSnet in an efficient, timely and secure manner. Obtaining the necessary funds to meet the NHS modernisation agenda and to plan and implement projects accordingly is the major challenge for the IM&T full Task Group over the coming months. In the short/medium term there will be ongoing discussions with stakeholders and IT providers to inform a Modernisation Bid(s). It is our intention to move forward together, to try to access further resources from this year’s Pathology Modernisation Fund. Details awaited in relation to time scales for the bidding process.

Manchester Molecular Diagnostic Centre
The new Molecular Laboratory development, funded as a result of the Directorates successful bid to the Pathology Modernisation Fund last year, was “handed over” in June 2001. This facility was the subject of an assessment visit by a DoH Management Consultant in May 2001- feedback awaited.

In the longer term plans for this facility involve expansion of diagnostic service and introduction of molecular activities throughout Laboratory Medicine.
The facility was “officially opened” by Lord Turnberg (Chairman, PHLS) on the 24th September 2001. The event included a Molecular Science Symposium.

**Project Management**

The document ("Heads of Agreement") which defines the agreement for provision of services between Central Manchester and Manchester Children’s University Hospitals NHS Trust, the Public Health Laboratory Service and Manchester University was completed in May 2001. The Chief Executive Officers of the respective organisations have all signed this documentation.

A Microbiology Interim Management Group has been established under the Chairmanship of Dr Ian Farrell (Group Director, PHLS, North West). This group has met for the first time, members are: Prof James Burnie, Mr Len Richards, Dr Keith Hyde, Dr Gerald Corbitt, Mr Jerry Stokes, Mr Mike Howard (all CMMCUHT), Dr Barbara Isalska, Prof Eric Bolton and Mr Richard Mallard.

The terms of reference include examining the changes of service needed to deliver the aims of Project 2000, to decide on operational arrangements and to be a forum for consultation. This is against a background of an evolving partnership with SMUHT.

The first meeting was very constructive – amongst actions agreed were the arrangement of a meeting of all Consultant Microbiologist staff in Central and South Manchester. The first draft of the job description for the Head of Unified Service will be ready by the end of September. Minutes of this meeting will be made widely available.

**Communications and Staff Involvement**

The Project Working Group (PWG) has agreed to participate in a research project being carried out by Aston University on behalf of the NHS Executive that will consider Staff Involvement and Organisational Performance in the NHS. Over the coming months (first meeting 19/09/01) researchers will meet with both managers and groups of staff to gain feedback and opinion on the level of staff involvement currently occurring and the relationship with this programme of organisational change. The findings of these initial meetings will be used to influence and shape the nature of staff involvement initiatives that need to be incorporated into the P2000 project to ensure success.

The joint staff consultative body has met for the first time. Representatives of Unison and MSF from PHLS, Cytology & CMMCUHT met with management of all three partners under the chairmanship of Tony Westwell (PHLS - North West Group Technical Services Co-ordinator). Proposals for working arrangements will be debated at this group and also distributed widely amongst all staff.

Starting in September/October we plan to organise a regular forum in order for staff to meet with Mike Howard, Richard Mallard or Carole Walker (as appropriate) to raise questions, issues and ideas about the project developments and the organisation of the services.

A series of meetings have also been arranged with staff representatives to ensure that information and progress can be shared on a regular basis and that feedback from staff is received. These meetings aim to provide a formal channel for two-way communication.

For further information or if you would like to read about other aspects of the project in future additions of PathNet please contact M Howard

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