**Clinical Librarian Service Search Results**

**Request:** NHS Library & Knowledge Service mergers

**Summary**

I have searched the evidence-based resources listed at the end of this document and have retrieved a number of evidence-based articles concerning your question. I have organised the results into the following sections;

1. [NHS Library & Knowledge Service mergers with other NHS libraries](#NHSLibraryKnowledgeServicemergers)
2. [NHS Trust mergers that have taken place within the last 5 years](#TrustMergers)
3. [NHS Library & Knowledge Services merging with other libraries (non NHS organisations)](#LibraryandnonNHSmergers)

Collins (2015)6 reports that *“There was a steady stream of 20 mergers involving NHS trusts and foundation trusts from early 2010 to mid-2015.”*

The report includes the following:

*“We identified 20 mergers between foundation trusts and NHS trusts from 2010 to mid- 2015, including one merger that was not yet completed (Northumbria Healthcare NHS Foundation Trust’s merger with North Cumbria University Hospitals NHS Trust) but excluding mergers that had been proposed but abandoned (such as the merger of the Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust and Poole Hospital NHS Foundation Trust)…..We considered the transfer of whole hospitals – such as University College London Hospitals NHS Foundation Trust’s acquisition of the Royal National Throat, Nose and Ear Hospital – but not transfers of individual services.”*

The author comments that “*Recent NHS history is littered with the remains of failed – or at least, profoundly troubled – mergers: for example, the mergers that created South London Healthcare NHS Trust, the mergers that created Barts Health NHS Trust, and King’s College Hospital NHS Foundation Trust’s acquisition of the Princess Royal University Hospital.”*

The report lists the 20 hospital mergers that have taken place between 2010 and 2015. They are:

* Northumbria Healthcare FT and North Cumbria University Hospitals NHS Trust
* Chelsea and Westminster Hospital FT and West Middlesex University Hospital NHS Trust
* Frimley Park Hospital FT and Heatherwood and Wexham Park Hospitals NHS FT
* University Hospital of North Staffordshire NHS Trust and Stafford Hospital (Mid Staffordshire NHS FT)
* Royal Wolverhampton NHS Trust and Cannock Chase Hospital (Mid Staffordshire FT)
* Royal Free London NHS FT and Barnet and Chase Farm NHS Trust
* Ealing Hospital NHS Trust North West London Hospitals NHS Trust and
* King’s College Hospital NHS FT Princess Royal Hospital (South London Healthcare NHS Trust)
* Oxleas NHS FT Queen Mary’s Hospital (South London NHS Trust) and Lewisham Healthcare NHS Trust and Queen Elizabeth Hospital (South London Healthcare NHS Trust)
* South Western Ambulance Service NHS FT and Great Western Ambulance Service NHS Trust
* University College London Hospitals NHS FT and Royal National Throat, Nose and Ear Hospital (Royal Free London NHS FT)
* Central Manchester University Hospitals NHS FT and Trafford Healthcare NHS Trust
* York Teaching Hospital NHS FT Scarborough and North East Yorkshire Healthcare NHS Trust
* Barts and the London NHS Trust and Newham University Hospital NHS Trust and Whipps Cross University Hospital NHS Trust
* Basingstoke and North Hampshire NHS FT Winchester and Eastleigh Healthcare NHS Trust
* Southern Health NHS FT and Oxfordshire Learning Disability NHS Trust
* Norfolk and Waveney Mental Health NHS FT and Suffolk Mental Health NHS Trust
* Oxford University Hospitals NHS Trust and Nuffield Orthopaedic Centre NHS Trust
* South Essex Partnership University NHS FT and Bedfordshire and Luton Mental Health and Social Care Partnership NHS Trust

I hope that I have interpreted your request correctly. Please let me know if you would like me to search further.

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

Athens username and password may be required for online access to articles.

Unless you indicate otherwise a PDF copy of these results will be made available on the LibraryIntranet pages.

**Accessing Articles**

Links are provided where online access to the full-text is available. An Athens username and password may be required for online access to articles. This can be obtained here: <https://openathens.nice.org.uk/>

* An A to Z list of our journal holdings is available here:

<http://www.library.nhs.uk/booksandjournals/journals/>. Click on *‘Login with OpenAthens’* to access the content.

Print copies may be available in the Library where indicated.

If the full-text is not available you can request an Inter-Library Loan for a small charge. Please see the Library Intranet web page at <http://flo/training-development/library-knowledge-service/using-the-library/inter-library-loans/> for more information.

**Feedback**

If you wish to give feedback, please complete our online literature search feedback form at:

<http://www.smartsurvey.co.uk/s/LiteratureSearchFeedback20172018/>

Kind Regards

Suzanne Toft

Training Librarian (Chartered)

Ext. 88148, email: [suzanne.toft@nhs.net](mailto:suzanne.toft@nhs.net)

**Please note:**The information contained in this search is for information purposes only and is correct at the time of writing.

**Date: 6 November 2017**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Results: NHS Library & Knowledge Service mergers with other NHS libraries**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

[Back to top](#_Summary)

1. **When Two Worlds Collide! The Merger of NHS and Higher Education Library Services**

**Author:** Anna O’Neill,Library Manager,Shrewsbury and Telford Hospital NHS Trust

**Date:** Unknown

**Summary:** Background to the Project: This month the library services of the Royal Shrewsbury Hospital, an acute trust, will be merging with Staffordshire University’s Nursing library and two primary care trusts, Shropshire County and Telford and Wrekin. We will also be providing Library Services to Keele University’s undergraduate medical students. This marks the end of a project which has been discussed for over 15 years and which was finally agreed two years ago. Our new joint service is housed in a purpose-built Learning Centre and is staffed by NHS and University staff from three different organisations. So what were the main issues that we had to overcome? As usual, it’s staffing and IT!

**Database:** CILIP

<https://www.cilip.org.uk/sites/default/files/documents/When%20two%20worlds%20collide.pdf>

1. **All change in a "Mega" Trust**

**Author:** Doug Knock, Healthcare Library Manager, South London Healthcare NHS Trust

**Date:** Jan 15, 2016

**Publication Type:** Presentation

**Database:** NICE Evidence Search

<https://docslide.com.br/documents/all-change-in-a-mega-trust.html>

### Quality Improvement and Performance Framework (QIPF)

**Author:** Health Education East of England

**Date:** Winter 2015/16

**Extract:** Library Knowledge Services.‘*Library & Knowledge Services: improving quality through new ways of working’*…As part of achieving the vision for LKS we are looking at piloting a merged service across three Trusts in Essex.Author: Imrana Ghumra, Professional Advisor, Library & Knowledge Services.

**Database:** NICE Evidence Search

<https://heeoe.hee.nhs.uk/sites/default/files/docustore/qipf_bulletin_issue_6_winter_15_16.pdf>

1. **Final Report of the Review of Library and Knowledge Services based at Frimley Park Hospital and Heatherwood and Wexham Park Hospitals following the Trusts’ merger to form Frimley Health NHS Foundation Trust**

**Authors:** Louise Goswami, David Copsey

**Publication Date:** March 2015

**Summary:** This document is the final report of the review of Library and Knowledge Services (LKS) based at Frimley Park Hospital and Heatherwood and Wexham Park Hospitals following the Trusts’ merger to form Frimley Health NHS Foundation Trust. This report contains the following elements: • A summary of the review process and information gathered; • Recommendations for a library and knowledge services strategy, which will cover what is achievable with existing staffing and resources and also what could be achieved with extra investment from the local health economy; • Suggested organisational structures to achieve the strategic aims; • Draft job descriptions for key posts.

**Database:** NICE Evidence Search

<http://kfh.libraryservices.nhs.uk/wp-content/uploads/2016/03/FINAL-LKS-Review-Report.pdf>

1. **Great Expectations: Developing KLS for the largest NHS Trust in England**

**Author:** Helen Alper, Associate Director of Knowledge Services, Barts Health NHS Trust

**Date:** 2013

**Publication Type:** Presentation

**Database:** NICE Evidence Search

<http://www.londonlinks.nhs.uk/2013-events/november/helen-alper-developingkls.pdf>

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Results: NHS Trust mergers that have taken place within the last 5 years**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

[Back to top](#_Summary)

### Birmingham hospitals merger cleared by CMA

**From:** Competition and Markets Authority

**Published:** 30 August 2017

The CMA has cleared the merger between 2 Birmingham hospital trusts, after finding that it is likely to benefit patients in the local area.

**Publication Type:** Press release

**Database:** NICE Evidence Search

<https://www.gov.uk/government/news/birmingham-hospitals-merger-cleared-by-cma>

### Manchester hospitals merger cleared by CMA

**From:** Competition and Markets Authority

**Published:** 1 August 2017

The CMA has cleared the merger between 2 Manchester hospital trusts as it will be of overall benefit to patients.

**Publication Type:** Press release

**Database:** NICE Evidence Search

<https://www.gov.uk/government/news/manchester-hospitals-merger-cleared-by-cma>

### Mergers become the fashionable fad for 2017 and the east of England is the trend-setter

**Author:** Hugh Townsend

**Date:** 12 Oct 2016

**Publisher:** BMA Local - East of England

An increasing number of trusts have declared their intentions to merge next year demonstrating that mergers are back in fashion. Birmingham Women’s Foundation Trust and Birmingham Children’s Hospital Foundation Trust have formally agreed to merge the organisations next year. Joining them Greater Manchester West Mental Health Foundation Trust plans to take over struggling neighbour Manchester Mental Health and Social Care Trust.

**Publication Type:** Blog

**Database:** NICE Evidence Search

<https://www.bma.org.uk/connecting-doctors/bmalocal/east-of-england-local/b/blog/posts/mergers-become-the-fashionable-fad-for-2017and-the-east-of-england-is-the-trend-setter>

### How to make NHS mergers work better for patients

**Authors:** NHS Improvement

**Date:** 25 May 2016

Many NHS trusts and foundation trusts are considering merging in pursuit of better integrated, higher quality, more cost effective care. These guides are based on advice from those who have already planned and implemented a merger.

**Database:** NICE Evidence Search

<https://improvement.nhs.uk/resources/how-make-nhs-mergers-work-better-patients/>

### Foundation trust and NHS trust mergers: 2010 to 2015

**Author:** Ben Collins

**Date:** 24 September 2015

**Publisher:** The King's Fund

**Overview:** Mergers of trusts in the NHS are often instigated by national bodies so that NHS trusts can gain foundation trust status or failing providers can be rescued from financial difficulties. This report looks at 20 mergers between 2010 and mid-2015 and finds that significant sums of money are being spent on such mergers (£2 billion on just 12 mergers over this period), often based on faulty reasoning and a lack of evidence that mergers offer lasting solutions. The Department of Health, Monitor and the Trust Development Authority should support service improvement and transformation where possible, rather than instigate merger. If a merger is contemplated, there needs to be a more realistic assessment of the costs and benefits.

**Database:** NICE Evidence Search

<https://www.kingsfund.org.uk/publications/foundation-trust-and-nhs-trust-mergers>

### NHS mergers: putting all our baskets into one egg?

**From:** The King’s Fund

**Authors:** Ben Collins, Michael West,

**Published:** 24 September 2015

### Publication Type: Blog

### Our new report on NHS mergers makes for sober reading. Looking at 20 mergers over the past five years, we question the strategic rationales for a number of them, point to convoluted approvals processes, and highlight the high costs of many recent mergers.

**Database:** The King’s Fund

<https://www.kingsfund.org.uk/blog/2015/09/nhs-mergers-putting-all-our-baskets-one-egg>

### Ashford St Peter’s NHS Foundation Trust / Royal Surrey County NHS Foundation Trust: advice to the CMA on a proposed merger

**From:** Monitor

**Published:** 12 March 2015

Monitor’s advice to the Competition and Markets Authority (CMA) on the relevant patient benefits arising from the proposed merger of Ashford and St Peter’s Hospitals NHS Foundation Trust and Royal Surrey County Hospital NHS Foundation Trust.

**Publication Type:** Guidance

**Database:** NICE Evidence Search

<https://www.gov.uk/government/publications/ashford-st-peters-nhs-foundation-trust-royal-surrey-county-nhs-foundation-trust-advice-to-the-cma-on-a-proposed-merger>

### A successful NHS merger is the exception, not the rule

**Author:** Ben Collins

**Date:** 24 September 2015

**Publisher:** The King's Fund

The Department of Health and commissioners allocated close to £2 billion to just 12 of 20 foundation trust and NHS trust mergers in the past five years. This compares to £200 million so far set aside to implement the new care models outlined in the NHS five year forward view. NHS leaders predict a steady flow of mergers in the near future – despite the lack of evidence that they generally lead to more sustainable organisations or improve the quality of care.

**Database:** NICE Evidence Search

<https://www.kingsfund.org.uk/publications/articles/successful-nhs-merger-exception-not-rule>

### Supporting NHS providers considering transactions and mergers

**From:** Monitor and Competition and Markets Authority

**Published:** 31 July 2014

**Last updated:** 26 August 2015

These guidance documents will help NHS providers navigate their way through a transaction such as a merger or acquisition.

**Publication Type:** Guidance

**Database:** NICE Evidence Search

<https://www.gov.uk/government/publications/supporting-nhs-providers-considering-transactions-and-mergers>

### The rise of the super-practice

**Author(s):** Lind, Sofia

**Source:** Pulse; Oct 2015; p. 6-9

**Publication Type(s):** Periodical

**Abstract:** The article discusses the advent of super practice, large scale partnerships created by merger of General Practitioners (GP) in Great Britain and cites examples including Lakeside Healthcare the biggest GP partnership in National Health Service (NHS). Arguments cited in favour include cost savings, larger GP pool, additional health care facilities, greater voice for GPs, and move towards accountable care. Initiatives by NHS point to a support for large GP partnerships.

**Database:** HBE

### 14 days in general practice

**Author(s):**

**Source:** GP: General Practitioner; Feb 2014; p. 45-45

**Publication Type(s):** Periodical

**Abstract:** This section offers news briefs on general practice (GP) in Great Britain as of February 2014. The Labour Party has urged the government to end the postcode lottery of access to National Health Service (NHS) care, after a GP survey found rationing is on the rise. GP practices are expected to face new contract arrangements and mergers with community care services under NHS England's plans to develop primary care. Data show that 75% of people are overweight or obese in parts of England.

**Database:** HBE

### Impact of hospital mergers on staff job satisfaction: a quantitative study

**Author(s):** Lim, Ka

**Citation:** Human Resources for Health; 2014; vol. 12 (no. 70)

**Abstract:** BACKGROUND: Hospital mergers began in the UK in the late 1990s to deal with underperformance. Despite their prevalence, there is a lack of research on how such organizational changes affect the staff morale. This study aims to assess the impact of NHS hospital mergers between financial years 2009/10 and 2011/12 on staff job satisfaction and to identify factors contributing to satisfaction. METHODS: Data on staff job satisfaction were obtained from the annual NHS Staff Survey. A list of mergers was compiled using data provided by the Cooperation and Competition Panel and the Department of Health. Other sources of data included the NHS Hospital Estates and Facilities Statistics, the NHS 'Quarter' publication, official reports from health service regulators, individual hospitals' annual accounts, data from the NHS Information Centre and the NHS Recurrent Revenue Allocations Exposition Book. Only full mergers of acute and mental health hospitals were analyzed. Propensity scores were generated using observable factors likely to affect merger decision to select three comparable hospitals for every constituent hospital in a merger to act as a control group. A difference-in-difference was estimated between baseline (3 years before merger approval) and each subsequent year up to 4 years post-merger, controlling for work environment, drivers of job satisfaction, data year, type of hospital and occupation group. RESULTS: There were nine mergers during the study period. Only job satisfaction scores 1 to 2 years before (0.03 to 0.04 point) and 1 year after merger approval (0.06 point) were higher (P<0.01) than baseline. Robustness testing produced consistent findings. Assuming other conditions were equal, an increase in autonomy, staff support, perceived quality and job clarity ratings would increase job satisfaction scores. Higher job satisfaction scores were also associated with being classified as medical, dental, management or administrative staff and working in a mental health trust. CONCLUSION: Hospital mergers have a small, transient positive impact on staff job satisfaction in the year immediately before and after merger approval. Continuous staff support and management of staff expectations throughout a merger may help to increase staff job satisfaction during the challenging period of merger.

**Database:** HMIC

### Staff play essential role in delivering merger success

**Author(s):** Trueland, Jennifer

**Source:** Health Service Journal; 2014; vol. 124 (no. 6420); p. 36

Available at [The Health service journal.](http://gateway.proquest.com/openurl?ctx_ver=Z39.88-2004&res_id=xri:pqm&req_dat=xri:pqil:pq_clntid=145298&rft_val_fmt=ori/fmt:kev:mtx:journal&genre=article&issn=0952-2271&volume=124&issue=6420&spage=36) - from ProQuest (Hospital Premium Collection) - NHS Version

**Abstract:** When faced with reconfiguration in the NHS, management must ensure that their staff feel confident enough about the changes to be emotionally committed. It is about cultural leadership, Peter Worthington [Chair of London North West Healthcare Trust] tells Jennifer Trueland.

**Database:** HMIC

### Brighton and Sussex and Surrey and Sussex pathology services: advice on proposed merger

**From:** Monitor

**Published:** 12 March 2014

Review of a proposal to merge the pathology services of Brighton and Sussex University Hospitals NHS Trust and Surrey and Sussex Healthcare NHS Trust.

**Publication Type:** Guidance

**Database:** NICE Evidence Search

<https://www.gov.uk/government/publications/brighton-and-sussex-and-surrey-and-sussex-pathology-services-advice-on-proposed-merger>

### Heatherwood and Wexham Park Hospitals NHS Foundation Trust: advice on proposed merger

**From:** Monitor

**Published:** 4 June 2014

Monitor's advice to the Competition and Markets Authority on the anticipated acquisition by Frimley Park Hospital NHS Foundation Trust.

**Publication Type:** Guidance

**Database:** NICE Evidence Search

<https://www.gov.uk/government/publications/heatherwood-and-wexham-park-hospitals-nhs-foundation-trust-advice-on-proposed-merger>

### Mergers in the NHS: Lessons from the decision to block the proposed merger of hospitals in Bournemouth and Poole

**Authors:** Emma Spencelayh, Dr Jennifer Dixon

**Publisher:**  Health Foundation

**Date:** 01 December 2014

In October 2013, the Competition Commission prohibited the proposed merger of Poole Hospital NHS Foundation Trust and the Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust. This was the first merger between two NHS foundation trusts to be examined by the competition authorities following the Health and Social Care Act 2012 which confirmed their role in assessing the competition aspects of mergers involving foundation trusts.

While the case itself is old news, the merger decision process is still often referred to in the NHS as a barrier to needed and major service change. In Mergers in the NHS, the authors have carried out an independent analysis of the proposed merger. The report aims to draw out some lessons that would be useful for the NHS in the future, especially since major service reconfiguration may well be needed in some areas.

Key findings

* The Health and Social Care Act 2012 did not determine the merger decision-making process – it merely confirmed that mergers involving NHS foundation trusts would be subject to the decision-making process established under the Enterprise Act 2002.
* The trusts pursued their proposed merger at a time of considerable instability in the NHS following the widespread organisational change as a result of the Health and Social Care Act 2012.
* The two trusts were required to sign undertakings prohibiting the merger for a decade (without the explicit permissions of the competition authorities). Given that they pursued their proposed merger at a time of flux in the NHS and were viewed as a test case, they should have another opportunity to put their case forward.
* It is crucial that those pursuing merger or major reconfiguration produce adequate evidence of patient benefit from the outset.
* Following the decision to prohibit the merger both Monitor, the health sector regulator, and the Competition and Markets Authority have set out guidance demonstrating benefits to patients as well as seeking to improve sector knowledge of the merger control regime. This is to be welcomed.
* We are not convinced that the evidence base is strong enough on the role of competition relative to other drivers of quality. We think that it is right that there is some external scrutiny of merger decisions and accept that competition should be part of that process. However, a broader test which explicitly considers a range of factors (including competition) and makes specific reference to the views of commissioners as well as the sector regulator might be an improvement on the current process.
* There is ambiguity about whether NHS foundation trusts are independent bodies or whether they should be viewed as belonging to one large NHS chain. This is a question at the heart of how the NHS should be managed and regulated in practice.
* The recent review by Sir David Dalton advocates the buddying or acquisition of poorly performing NHS providers by ambitious and well performing NHS foundation trusts to step up performance in the former. Both arrangements will need to be thought through with reference to the issues raised in this report.
* **Database:** NICE Evidence Search

<http://www.health.org.uk/publication/mergers-nhs>

### Review of NHS mergers: CMA29

**From:** Competition and Markets Authority

**Published:** 31 July 2014

Provides guidance on the CMA’s procedure and approach to its assessment when reviewing mergers involving a public provider of the National Health Service (NHS).

**Publication Type:** Guidance

**Database:** NICE Evidence Search

<https://www.gov.uk/government/publications/review-of-nhs-mergers-cma29>

### Poole and Royal Bournemouth hospitals: advice on proposed merger

**From:** Monitor

**Published:** 11 February 2013

Monitor's advice to the Office of Fair Trading on a potential merger between Poole Hospital NHS Foundation Trust and The Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust.

**Publication Type:** Guidance

**Database:** NICE Evidence Search

<https://www.gov.uk/government/publications/poole-and-royal-bournemouth-hospitals-advice-on-proposed-merger>

### Quality Improvement within an NHS Library

**Author:** Nicola Allardyce, Web Information Officer, Library and Information Service for Primary Care & Mental Health in Grampian

**Publisher: SHINE: Scottish Health Information Network**

**Abstract:** This article explains how one particular health library in Aberdeen, Scotland has successfully addressed the issue of "Quality Improvement". Background information to the organisation and associated project is provided along with details of Charter Mark itself and the process which the library was involved in. Benefits to the organisation are then discussed, recognitions mentioned and then finally details of where to obtain further information. Should you have any queries regarding the content of this article, please do not hesitate to contact the library directly as we are happy to assist interested parties in any way possible.

**Database:** NICE Evidence Search

<http://www.shinelib.org.uk/cpd/journal/volume_43/quality_improvement_within_an_nhs_library>

### Healthcare groups: an alternative to merger-mania?

**Author:** NHS Confederation

**Publication:** Hospitals Forum Briefing

**Date:** April 2013, Issue 262

**Overview:** There is a growing consensus that NHS trusts in general, and the acute sector in particular, are about to enter a new phase of organisational consolidation. A combination of system pressures may mean a wave of mergers, as trusts look to increased scale as a means of weathering staffing pressures, declining tariff payments, long-term shifts in demand and, for some, the foundation trust pipeline.

Seeking an alternative, a number of acute providers have in recent years pursued more targeted alliances – often termed ‘groups’ – to get the benefits of collaboration without the upheaval or loss of autonomy required by a merger. With some of these arrangements now showing real promise, and leaders looking with interest to see what might be replicated, this Briefing summarises key learning from those who have already had involvement in developing healthcare groups and considers what might be done to take the concept further.

**Database:** NICE Evidence Search

<http://www.nhsconfed.org/resources/2013/05/healthcare-groups-an-alternative-to-merger-mania>

### Merger rules: how they affect pathology service reconfigurations

**From:** Monitor

**Published:** 3 June 2013

Guidance for NHS providers and commissioners on the application of merger control rules to pathology service reconfigurations.

**Publication Type:** Guidance

**Database:** NICE Evidence Search

<https://www.gov.uk/government/publications/merger-rules-how-they-affect-pathology-service-reconfigurations>

### Assessing public hospital mergers

**From:** Monitor

**Published:** 17 October 2013

This is a summary of how Monitor, the Office of Fair Trading and the Competition Commission assess proposed mergers involving NHS hospitals.

**Publication Type:** Guidance

**Database:** NICE Evidence Search

<https://www.gov.uk/government/publications/assessing-public-hospital-mergers>

### Reviewing mergers involving NHS trusts and NHS foundation trusts

**From:** Monitor

**Published:** 22 March 2013

Sets out who is responsible for reviewing different types of mergers involving NHS trusts and NHS foundation trusts.

**Publication Type:** Guidance

**Database:** NICE Evidence Search

<https://www.gov.uk/government/publications/reviewing-mergers-involving-nhs-trusts-and-nhs-foundation-trusts>

### NHS develops an acquired taste

**Author(s):** Cowper, Andy

**Source:** Health Service Journal; 2013; vol. 123 (no. 6342); p. 26-31

Available at [The Health service journal.](http://gateway.proquest.com/openurl?ctx_ver=Z39.88-2004&res_id=xri:pqm&req_dat=xri:pqil:pq_clntid=145298&rft_val_fmt=ori/fmt:kev:mtx:journal&genre=article&issn=0952-2271&volume=123&issue=6342&spage=26) - from ProQuest (Hospital Premium Collection) - NHS Version

**Abstract:** Mergers and acquisitions are firmly on the agenda for the future but have had a patchy record in the health service. HSJ gathered an expert roundtable to wrestle over what makes M&A marvellous- and appalling.

**Database:** HMIC

### Contracts: Alternative GP contract to drive practice mergers

**Author(s):** Roberts, Neil

**Source:** GP: General Practitioner; Jul 2013; p. 8-8

**Publication Type(s):** Periodical

**Abstract:** The article reports that according to a report commissioned by Great Britain National Health Service (NHS) managers, an alternative general practitioner (GP) contract need to be set up alongside GMS to encourage larger-scale primary care provision. The contract needs to be crafted by NHS England to encourages groups of practices to take on responsibility for population health care across the network of practices.

**Database:** HBE

### NHS Library Quality Assurance Framework (LQAF) England – Innovation Report

**Author:** Beth Rawson, Library Operational Manager, Royal Derby Hospital Library and Knowledge Service

**Date:** 10 Oct 2012

**Publisher:** NHS Strategic Health Authority Library Leads (SHALL)

**Extract:** In August 2012, The Library and Knowledge Service at the Royal Derby Hospital NHS Foundation Trust merged with the Library at the University of Nottingham to form one Trust-lead Library service that supports the needs of both Trust staff and University students.

**Database:** NICE Evidence Search

<http://www.libraryservices.nhs.uk/wiki/(S(azmpmf55ptrz5e55ukelakfw))/GetFile.aspx?File=%2FInnovations%2FOrganisational%2F2012-13_org_EM_Derby_Library_merger.doc>

### Can governments do it better? Merger mania and hospital outcomes in the English NHS: NHS January 2012 Working Paper No. 12/281

**Authors:** Martin Gaynor, Mauro Laudicella and Carol Propper

**Date:** 01 January 2012

**Publisher:** Centre for Market and Public Organisation

The literature on mergers between private hospitals suggests that such mergers often produce little benefit. Despite this, the UK government has pursued an active policy of hospital mergers, arguing that such consolidations will bring improvements for patients. We examine whether this promise is met. We exploit the fact that between 1997 and 2006 in England around half the short term general hospitals were involved in a merger, but that politics means that selection for a merger may be random with respect to future performance. We examine the impact of mergers on a large set of outcomes including financial performance, productivity, waiting times and clinical quality and find little evidence that mergers achieved gains other than a reduction in activity. Given that mergers reduce the scope for competition between hospitals the findings suggest that further merger activity may not be the appropriate way of dealing with poorly performing hospitals.

**Database:** NICE Evidence Search

<http://www.bristol.ac.uk/media-library/sites/cmpo/migrated/documents/wp281.pdf>

### The Barts Health merger: a journey to safety and sustainability

**Author(s):** Gill, Mike

**Source:** Clinical Risk; 2012; vol. 18 (no. 4); p. 135-137

Available at [Clinical Risk](https://go.openathens.net/redirector/nhs?url=http%3A%2F%2Fopenurl.ebscohost.com%2Flinksvc%2Flinking.aspx%3Fgenre%3Darticle%26issn%3D1356-2622%26volume%3D18%26issue%3D4%26spage%3D135) - from EBSCO (CINAHL with Full Text)

**Abstract:** In April of this year a new organization, Barts Health NHS Trust, was launched in east London, merging Barts and the London NHS Trust (BLT), Newham University Hospital NHS Trust and Whipps Cross University Hospital NHS Trust. Recent reports suggest that many smaller trusts are considering merger or acquisition, while reviewing how they can either become or remain successful Foundation Trusts. In this article I would like to describe some of my experience from the journey to the merger with particular relation to clinical risk, quality and patient safety.

**Database:** HMIC

### Can governments do it better?: merger mania and hospital outcomes in the English NHS.

**Author(s):** Gaynor, Martin; Laudicella, Mauro; Propper, Carol

**Source:** Journal of Health Economics; 2012; vol. 31 (no. 3); p. 528-543

**Abstract:** The literature on mergers between private hospitals suggests that such mergers often produce little benefit. Despite this, the UK government has pursued an active policy of hospital mergers, arguing that such consolidations will bring improvements for patients. We examine whether this promise is met. We exploit the fact that between 1997 and 2006 in England around half the short term general hospitals were involved in a merger, but that politics means that selection for a merger may be random with respect to future performance. We examine the impact of mergers on a large set of outcomes including financial performance, productivity, waiting times and clinical quality and find little evidence that mergers achieved gains other than a reduction in activity. Given that mergers reduce the scope for competition between hospitals the findings suggest that further merger activity may not be the appropriate way of dealing with poorly performing hospitals.

**Database:** HMIC

### Acute sector faces unprecedented shake-up

**Author(s):** Clover, Ben

**Source:** Health Service Journal; 2012

**Publication Type(s):** Journal article

**Abstract:** HSJ's extensive survey shows that many trust chief executives are involved in or considering some kind of merger or acquisition. The author reports.

**Database:** HMIC

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Results: NHS Library & Knowledge Services merging with other libraries (non NHS organisations)**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

[Back to top](#_Summary)

### Hospital and community services join up in Somerset

**Date:** 23 Jun 2017

**Database:** NICE Evidence Search

Musgrove Park Hospital and Somerset Partnership – the NHS provider for mental health and community services - are joining forces to provide more seamless care for local people. Patients say they don’t want to have to tell numerous different NHS staff what’s wrong with them – and staff want to be able to work as one team in the interests of people using services.   The Boards at Taunton and Somerset NHS Foundation Trust (Musgrove Park) and Somerset Partnership NHS Foundation Trust have now agreed a formal collaboration.

<http://www.tsft.nhs.uk/about-your-hospital/media-centre/latest-news-releases/2017/june/hospital-and-community-services-join-up-in-somerset/>

### Merger mediation

**Author(s):** Kurtuldum, Timmy

**Source:** Occupational Health; May 2017; vol. 69 (no. 5); p. 14-15

**Publication Type(s):** Academic Journal

Available at [Occupational health](https://go.openathens.net/redirector/nhs?url=http%3A%2F%2Fopenurl.ebscohost.com%2Flinksvc%2Flinking.aspx%3Fgenre%3Darticle%26issn%3D0029-7917%26volume%3D69%26issue%3D5%26spage%3D14) - from EBSCO (Health Business Elite)

Available at [Occupational health](https://go.openathens.net/redirector/nhs?url=http%3A%2F%2Fopenurl.ebscohost.com%2Flinksvc%2Flinking.aspx%3Fgenre%3Darticle%26issn%3D0029-7917%26volume%3D69%26issue%3D5%26spage%3D14) - from EBSCO (CINAHL with Full Text)

**Abstract:** The article focuses on significance of workplace mediation conditions in management of employee well-being as its leads to avoidance of serious disputes. Topics discussed include illustration of an increase in mediation approaches demand due to silo working conditions along with an organisational change; description of an internal mediation at the Bart's Health NHS Trust in London, England; and assistance of mediation in an increment of productivity levels.

**Database:** HBE

### The benefits of a joint venture for pathology

**Author(s):** James, David

**Source:** Health Service Journal; 2016; vol. 126 (no. 6494); p. 24-25

Available at [The Health service journal.](http://gateway.proquest.com/openurl?ctx_ver=Z39.88-2004&res_id=xri:pqm&req_dat=xri:pqil:pq_clntid=145298&rft_val_fmt=ori/fmt:kev:mtx:journal&genre=article&issn=0952-2271&volume=126&issue=6494&spage=24) - from ProQuest (Hospital Premium Collection) - NHS Version

**Abstract:** A merger of two foundation trusts' pathology services led to more sophisticated technology, shorter turnaround times and lower costs, as David James [consultant chemical pathologist and clinical director, Southwest Pathology Services].

**Database:** HMIC

### OUHNFT undergoes significant data migration

**Author(s):**

**Source:** British Journal of Healthcare Computing; Aug 2016; p. 1-1

**Publication Type(s):** Academic Journal

**Abstract:** The article reports on data migration thus moving to a digital imaging system by National Health Services (NHS) teaching trusts Oxford University Hospitals NHS Foundation Trust (OUHNFT) in Great Britain. Topics include integration of Enterprise Imaging picture archiving and communication system (PACS) service, merger of PACS and Breast Screening for viewing screening and symptomatic imaging together and views of Annie Pinfold, senior Consultant at OUHNFT, on onsite support by clinicians.

**Database:** HBE

### A way forward: process mapping and the delivery of mental health services

**Author(s):** McIntosh, Bryan; Breen, Liz; West, Sue

**Source:** British Journal of Healthcare Management; 2016; vol. 22 (no. 12); p. 601-606

**Abstract:** INTRODUCTION: This paper demonstrates the practical application of process mapping principles as a model for evaluating NHS improvement. The NHS improvement in question was the merger of three crisis resolution teams within an NHS trust in 2012. The aims were to improve overall operational efficiency and enhance multidisciplinary working to meet operational targets. This paper examined changes following the merger to capture the effects of service improvement and the reality of the patient journey. METHODS: A pooled cross-sectional approach, using six years of aggregated hospital data, was taken. To achieve operational efficiency, a process map of referrals, readmissions, length of stay and waiting times for crisis resolution team assessments was examined. Prevalence of clinical referral rates and disease classification before and after the merger were compared. CONCLUSION: Between 1 April 2009 and 30 March 2015, length of stay and readmissions for patients to crisis resolution team rates reduced. Operational sustainability and capacity was enhanced through the redistribution of clinical human resources. Multidisciplinary skill mix (e.g. through improved team composition) also improved.

**Database:** HMIC

### Competition rules needn't be a barrier to better care

**Author(s):** Corrigan, Paul

**Source:** Health Service Journal; 2014; vol. 124 (no. 6392); p. 16-17

Available at [The Health service journal.](http://gateway.proquest.com/openurl?ctx_ver=Z39.88-2004&res_id=xri:pqm&req_dat=xri:pqil:pq_clntid=145298&rft_val_fmt=ori/fmt:kev:mtx:journal&genre=article&issn=0952-2271&volume=124&issue=6392&spage=16) - from ProQuest (Hospital Premium Collection) - NHS Version

**Abstract:** Changes to significantly improve the NHS merger control process can be made quickly and without new legislation, so competition should not be an excuse for trusts to do nothing.

**Database:** HMIC

### Markets, mergers and mixed messages

**Author(s):** Sturgeon, David

**Source:** British Journal of Healthcare Management; 2014; vol. 20 (no. 2); p. 71-75

Available at [British Journal of Healthcare Management](https://go.openathens.net/redirector/nhs?url=http%3A%2F%2Fopenurl.ebscohost.com%2Flinksvc%2Flinking.aspx%3Fgenre%3Darticle%26issn%3D1358-0574%26volume%3D20%26issue%3D2%26spage%3D71) - from EBSCO (CINAHL with Full Text)

**Abstract:** Choice has become the defining characteristic of service users' relationship with the NHS in England. Decades of market-orientated policy have encouraged greater customer focus, and the NHS is now subject to the same consumer drivers that can be identified elsewhere in society. Competition between service providers is intended to encourage improvements in efficiency and ensure services are more responsive to users' needs. In 2013, the Competition Commission intervened for the first time in the English NHS to prevent a merger between two hospital trusts on the basis that it would damage patients' interests by eliminating competition and choice. At the same time, senior healthcare professionals and managers are warning that hospital closures are essential if the NHS is to continue to offer high quality care to all. This article examines whether market principles encourage or deter the equitable provision of hospital services in England as consumer rights are increasingly upheld in law. It also considers the difficulties of persuading service users that service reconfiguration will be of benefit having been promised greater choice and personalisation of care.

**Database:** HMIC

### The OFT's role in NHS mergers

**Author(s):** Sprigge, William

**Source:** Health Service Journal; 2013; vol. 123 (no. 6358); p. 22-23

Available at [The Health service journal.](http://gateway.proquest.com/openurl?ctx_ver=Z39.88-2004&res_id=xri:pqm&req_dat=xri:pqil:pq_clntid=145298&rft_val_fmt=ori/fmt:kev:mtx:journal&genre=article&issn=0952-2271&volume=123&issue=6358&spage=22) - from ProQuest (Hospital Premium Collection) - NHS Version

**Abstract:** It would be better for the Office of Fair Trading to let parliament decide whether NHS trusts may be considered enterprises for merger purposes, says William Sprigge.

**Database:** HMIC

### 'Seeking a merger was our only viable option'

**Author(s):** Stephens, Bill; Bradhsaw, Jessica; Scott, Emer

**Source:** Health Service Journal; 2012; vol. 122 (no. 6325); p. 17-19

Available at [The Health service journal.](http://gateway.proquest.com/openurl?ctx_ver=Z39.88-2004&res_id=xri:pqm&req_dat=xri:pqil:pq_clntid=145298&rft_val_fmt=ori/fmt:kev:mtx:journal&genre=article&issn=0952-2271&volume=122&issue=6325&spage=17) - from ProQuest (Hospital Premium Collection) - NHS Version

**Abstract:** Bill Stephens and colleagues discuss the steps that led to the hospital where the NHS was launched merging with another organisation - and its implications.

**Database:** HMIC

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

[Back to top](#_Summary)

**Databases searched:**

* + **Healthcare Databases:** HBE, HMIC, TRIP database, NICE Evidence Search;
  + **Specific Journals:** Health Information and Libraries Journal;
  + **Specific Websites:** The King’s Fund, Department of Health;

**Search Terms:**

|  |  |
| --- | --- |
| ***MeSH Headings*** | ***Free Text Words*** |
| "HEALTH SERVICE LIBRARIES"/ | librar\* |
| exp "HEALTH SERVICES"/ | library |
| exp HOSPITALS/ | library service |
| "INFORMATION SERVICES"/ | merge |
| MERGERS/ | merger |
| "TEACHING HOSPITALS"/ | NHS |
|  | UK OR United Kingdom |

**Search Limits:** UK; Last five years;

**Search Date:** 26/10/2017

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

[Back to top](#_Summary)