

Healthcare Turnaround & Transformation Programme



Our Client

A regional Urgent Care, Major Trauma and Tertiary Centre located in Merseyside. A teaching hospital a c£330m income, which serves a population of c.1.5m through a workforce of c.5k staff.

Challenge

The Trust was struggling to balance its financial position and deliver key operational metrics. Furthermore NHSI had issued the Trust with improvement notices, threatening board confidence.

Linea were engaged to design, implement and manage a Turnaround & Transformation Programme to deliver a financial surplus, align with NHSI recommendations and provide board assurance.

Solution

Develop and embed a Programme Management Office, team, metrics, governance structure, brand and communications plan.

Chair and managed various operational, finance

and performance meetings, including Trust Transformation Steering Group (TSG), Theatre Performance Management Group and Divisional Intensive Recovery Meetings.

Develop plans to deliver the CIP requirement, offset slippage, operational issues and agree a block contract with commissioners.

Redesign financial reporting frameworks, ensuring fiscal control & robust operational management.

Devise a collaborative transformation approach with a neighbouring Trust, appointing a substantive Director of Transformation.

Results

Implemented a Theatre activity reporting framework, improving session utilisation by **6%** (to **96%**), reducing WLI sessions by **66%**, enabling over delivery against the Trust activity plan.

Realised **£6m** in year CIP savings, with a further **£3.5m** of savings used to support the I&E position, ensuring the Trust met its financial plan, without the requirement of NHSI cash support.

Developed & implemented a comprehensive CIP identifying **£8m** of opportunity to deliver a **£6.6m** CIP over the next financial year.

'Ian's support has been fundamental in meeting NHSI's recommendations & improving clinical engagement. He provided unparalleled advice, clarity and challenge to the Board & senior management team. As a result the Trust was able to deliver its financial plan and is in an improved position for the future. I would recommend Ian to other organisations requiring turnaround or transformation support'.

Deputy Chief Executive Officer