



Improvement Support Cures Financial Problems

Client Case Study

Client

A University Teaching Hospital Trust in the North West of England, providing a comprehensive range of acute care services, across two main hospital sites. The Trust's income is c£300m and it serves a population of c.400k through a workforce of c.5800.

Challenge

The Trust struggled to balance its financial position, regularly posting a financial deficit and grappled to deliver key operational metrics. As a result, NHSI placed the Trust in 'Financial Special Measures'.

Linea were engaged to provide executive support focused on delivering a £13m Financial and Performance Recovery Programme, over 8 months.

Approach

Develop a Programme Management Office, programme team, programme metrics and governance structure.

Undertake analysis and management of Theatre and Patient Flow pathways to advance performance.

Develop and implement robust plans to deliver the required financial and operational improvements.

Chair and manage various operational and performance meeting, including Trust Transformation Steering Group (TSG), Vacancy Control Panel and various CIP work stream meetings.

Analyse, manage and improve Theatre and Patient

Flow pathways to advance operational performance.

Develop and manage programme reporting systems providing assurance to the government regulator (NHSI) and the Trust Board.

Provide advice, clarity and challenge to the Trust Board, Senior Management Team and Operational Divisions.

Identify and deliver a further £4m of contingency to offset programme slippage and operational issues.

Outcome

Successfully delivered a **£13.5m** Cost Improvement Programme (CIP) despite being **£2m** short from inception.

Mitigated the requirement for in year cash support and provided NHSI with sufficient assurance to lift the financial enforcement notice.

Developed, implemented & managed a comprehensive CIP identifying £16m of opportunity to deliver a £10m CIP over the next financial year.

"Linea's knowledge & expertise has been fundamental in supporting the Trust to deliver the NHSI Recovery Plan. The team's professional, hardworking & thorough approach has enabled them to engage at all levels of the organisation, providing unparalleled advice, clarity & challenge to the Board & Senior Team."

Chief Executive Officer