

# Cultural Change Delivers Sustainable Improvement

## SUCCESS STORY

### Client

One of London's busiest acute hospitals, serving more than 350k people, treating daily 500 patients in A&E, 450 inpatients, and 800 through outpatients.

### Challenge

The Trust was facing significant financial pressure and a deterioration in its key operational metrics, in addition to various cultural challenges.

Linea were engaged on behalf of the Trust and NHSE/I to design, implement and manage a Recovery Programme to resolve various operational, quality and workforce issues, whilst delivering a financial surplus.

We were also required to provide operational, crisis & recovery management support to the Executive team as part of the Trust's response to the Covid Pandemic.

### Approach

- Devised a recovery programme tasked with achieving in-year financial delivery against the control total.
- Devised an annual efficiency programme to deliver £17m.
- Created and led change programme focus on cultural reform, care quality improvement, operational productivity, financial control and workforce empowerment.
- Developed overarching approach, work streams, key risks, KPIs and delivery support mechanisms, supported by the creation of a PMO, programme team, programme metrics and governance structure.
- Review of governance meetings to improve information, prioritisation & candour, supported by Improvements board, recovery meetings and redesign of financial reporting frameworks, ensuring fiscal control & robust operational management.

- Established and led an executive command centre to support the Trust Covid response
- Established a PPE inventory system and sourced stock unable to be supplied nationally – ensuring appropriate supply of PPE and no stock shortages.

### Outcome

In-year financial improvement of **£6m** in < 3 months.

Implementation of multi-year programme to deliver annual savings of **c.£17m**

Created a Theatre & Outpatient activity reporting & performance management framework, improving theatre activity by **30%** and outpatient activity by **15%**.

Delivery of **£4.5m** of workforce efficiency savings over 3 months.

Created one of the first COVID Screening operations at Tottenham Hotspurs Football Club to support staff, consequently extending the service to staff & patients of organisations across North Central London Region.

Transferred the Women's Health Operation to THFC to maintain capacity and reduce patient risk, a UK first. Whilst also establishing a temporary MRI scanning operation at Barnett Football Club.

Linea's knowledge, expertise and support has left the Trust in a much better position on many fronts. The team engaged at all levels of the organisation providing unparalleled advice and support, imparting their know-how and experience to resolve a number of strategic and operational challenges. Our re-energised Improvement Board and enhanced reporting will stand us in good stead for the future.

**Chief Executive Officer**