

CHIEF EXECUTIVE
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DND/JM

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Dear Colleague

As you are most probably aware back in February the Secretary of State asked me to lead a Review to examine options and opportunities for providers of NHS care. I was privileged to be asked to lead such an important piece of work as I deem it pivotal to reducing the variation in clinical standards, financial performance and patient safety that we currently see across the country. As the finances tighten and demand and complexity increase, it is evident that providers of NHS care need more options, flexibility and freedom to act.

Since then, I and my Expert Panel members, have spent the majority of this year undertaking a comprehensive Review that has been underpinned with evidence and case studies, both nationally and internationally and taken into account the views of the Sector with over 700 colleagues attending over 50 events held between May and September, which many of you may have attended. We also sought contributions from the public and organisations such as the Royal Colleges through the Citizenspace on the gov.uk website and the views of patient groups. In addition, we surveyed over 82,000 of your members, both Foundation Trust and aspirant Foundation Trusts and had nearly 6,000 responses to understand what is important to them about local accountability.

This has culminated in my report to the Secretary of State for Health. The report complements the 'Five Year Forward View' and provides the means by which new care models can be delivered through a range of organisational forms. The report makes 22 recommendations to national bodies, clinical commissioning groups, NHS leaders and wider organisations across five themes:

- i. one size does not fit all
- ii. quicker transformational change and transactional change is required
- iii. ambitious organisations with a proven track record should be encouraged to expand their reach and have a greater impact across the sector
- iv. overall sustainability for the provider sector is a priority
- v. change must happen – implementation must be supported

The full report and supporting evidence can be found at www.gov.uk/government/publications/dalton-review-options-for-providers-of-nhs-care
For ease a shorter version for Trust Board which includes my letter to the Secretary of State and the Executive Summary can also be found here.

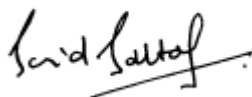
I would like to take this opportunity to encourage you to read this report and consider the findings for your own organisation. Although a significant amount of work was undertaken to support the recommendations of the Review, some of the more technical issues remain to be worked through. In order to take the Review forward we will need ambitious organisations that have developed plans to take on new organisational forms to volunteer to be demonstrator sites and share the learning back with the wider sector. If you feel you are in position to be a demonstrator site I would encourage you to consider this further and details of the process will follow in the New Year.

I am delighted that the NHS Confederation and NHS Providers (formerly the Foundation Trust Network) have agreed to lead a programme of education and dissemination, including distilling down the supporting evidence packs into sector friendly 'how to guides' that should help you and your Board consider these options in more detail. The launch events will be in February and March and in the meantime I will be discussing the recommendations in more detail at Monitor's strategic planning events on 28 January and 4 February, which are open to both NHS Trusts as well as Foundation Trusts.

Finally, I would like to thank all of you who contributed time and written submissions throughout the summer to support the shaping of the recommendations. Your contributions have been invaluable to the development of my final submission to the Secretary of State.

I look forward to having the opportunity to discuss my Review and recommendations with you in more detail in the New Year.

Yours sincerely

A handwritten signature in black ink, appearing to read 'David Dalton', with a horizontal line underneath.

Sir David Dalton
Chief Executive