

22 December 2016

Wellington House  
133-155 Waterloo Road  
London SE1 8UG

**By email**

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E: [nhsi.enquiries@nhs.net](mailto:nhsi.enquiries@nhs.net)  
W: [improvement.nhs.uk](http://improvement.nhs.uk)

Dear

### **Request under the Freedom of Information Act 2000 (the “FOI Act”)**

I refer to your email of 25 November 2016 in which you requested information under the FOI Act from NHS Improvement. Since 1 April 2016, Monitor and the NHS Trust Development Authority (“the TDA”) are operating as an integrated organisation known as NHS Improvement. In this letter, NHS Improvement refers to both Monitor and the TDA.

### **Your request**

You made the following request:

*Please provide a list of the twenty trusts participating in the Financial Improvement Programme and the external suppliers and Turnaround Directors assigned to each.*

### **Decision**

NHS Improvement holds the information that you have requested and has decided to release that information as explained below.

The Financial Improvement Programme (FIP) is a nationally supported opt-in programme, with external suppliers supporting trusts over two phases to deliver in-year savings and improvement to their finances. The first phase included a rapid review of the trusts’ ability to find and deliver better ways of working and cost savings, and the second phase involved tailored implementation support to fully develop and deliver savings.

NHS Improvement supported national programme delivery including scoping of work and maximising value for money through a central procurement. As a result of this procurement, external suppliers were appointed by the trusts listed in the attached annex. Please note this includes more than 20 trusts as there have been subsequent entries to the programme, through local procurement.

As part of the programme scope, NHS Improvement recommended participating trusts appoint Turnaround/Financial Improvement Directors (or equivalent) alongside the external supplier, providing senior capacity to drive savings development and delivery.

In some cases, trusts appointed an independent individual to perform this role with guidance from their supplier, in others this role was undertaken by a partner or director from the supplier they appointed through FIP. Although some of these individuals were appointed board directors, none had voting rights.

However, a number of trusts chose not to appoint an external party to undertake this role, some of whom had an internal candidate already performing an equivalent role.

The annex to this letter therefore lists the external turnaround directors that were appointed by trusts as part of the FIP, but not those already in role before FIP started at the trust, or who are members of trust staff.

### **Review rights**

If you consider that your request for information has not been properly handled or if you are otherwise dissatisfied with the outcome of your request, you can try to resolve this informally with the person who dealt with your request. If you remain dissatisfied, you may seek an internal review within NHS Improvement of the issue or the decision. A senior member of NHS Improvement's staff, who has not previously been involved with your request, will undertake that review.

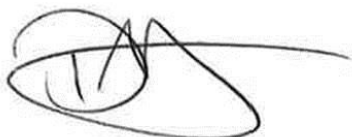
If you are dissatisfied with the outcome of any internal review, you may complain to the Information Commissioner for a decision on whether your request for information has been dealt with in accordance with the FOI Act.

A request for an internal review should be submitted in writing to FOI Request Reviews, NHS Improvement, Wellington House, 133-155 Waterloo Road, London SE1 8UG or by email to [nhsi.foi@nhs.net](mailto:nhsi.foi@nhs.net).

### **Publication**

Please note that this letter and the attached annex will shortly be published on our website. This is because information disclosed in accordance with the FOI Act is disclosed to the public at large. We will, of course, remove your personal information (e.g. your name and contact details) from the version of the letter published on our website to protect your personal information from general disclosure.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'David Hill', written over a faint circular stamp or watermark.

### **David Hill**

Transactions and Sustainable Solutions Director and Financial Improvement Programme Director

## Annex

<b>Trust</b>	<b>Supplier</b>	<b>External turnaround director &amp; title under FIP</b>
Barnet, Enfield, and Haringey Mental Health NHS Trust	PwC – for Phase 1	
Bedford Hospital NHS Trust	EY	
Birmingham Children's Hospital NHS Foundation Trust	PwC – joint appointment for Phase 1	
Birmingham Women's NHS Foundation Trust		
Brighton and Sussex University Hospitals NHS Trust	McKinsey	
Central Manchester University Hospitals NHS Foundation Trust	McKinsey & Four Eyes	
Doncaster and Bassetlaw Hospitals NHS Foundation Trust	KPMG – for Phase 1	
East Midlands Ambulance Service NHS Trust	SSG Health	James Shillito, SSG Health – Turnaround Director
Imperial College Healthcare NHS Trust	PwC	David Morris, PwC – Sustainability Director
Kettering General Hospital NHS Foundation Trust	McKinsey & Four Eyes	Margaret Pratt – Turnaround Director
Maidstone and Tunbridge Wells NHS Trust	KPMG – for Phase 1	Jane Hurst, KPMG – Improvement Director
Mid Yorkshire Hospitals NHS Trust	Deloitte & Four Eyes	
Milton Keynes Hospital NHS Foundation Trust	EY	
Norfolk and Norwich University Hospitals NHS Foundation Trust	PwC	Ian Miller – Turnaround Director
Nottingham University Hospitals NHS Trust	EY	
Royal Liverpool and Broadgreen University Hospitals NHS Trust	Deloitte & Four Eyes	
Southend University Hospital NHS Foundation Trust	Grant Thornton	Steve Benger – Turnaround Director
Stockport NHS Foundation Trust	KPMG	Andrew Burn, KPMG – Financial Improvement

		Director
Taunton and Somerset NHS Foundation Trust	PwC	
The Princess Alexandra Hospital NHS Trust	PwC	
University Hospital of South Manchester NHS Foundation Trust	KPMG	Jitka Roberts, KPMG – Improvement Director
Warrington and Halton Hospitals NHS Foundation Trust	EY	