



Clinical Efficiency & Fiscal Control



Client Case Study

Client

Bolton NHS Foundation Trust is an integrated healthcare organisation providing care in the community at over 20 health centres & clinics. It also provides district & school nursing services, and runs a large acute hospital. The Trust has an income of £290m and is a centre of excellence for maternity, neonatal and children's services.

Challenge

The Trust was struggling to achieve its financial obligations and deliver key operational metrics.

Central to these challenges was the Acute Adult Care Division which struggled to balance its financial position, due to operational pressures and costs resulting from poor patient flow.

Linea were engaged to provide executive support focused on improving financial control and operational performance.

Approach

Devised and implemented a clinically led programme of initiatives to improve Length of Stay (LoS) and Patient Flow.

Devised the Trust's Urgent Care Programme to prevent future issues during periods of peak demand.

Developed financial information packs, meeting structure and chaired accountability meetings to drive

improvement and facilitate change

Developed, segregated and communicated a **£4.1m** CIP programme; complete with targets, work streams and governance mechanisms

Reallocated income to improve the accuracy of Business Unit SLM positions, enabling support effort and accountability to be appropriately focused

Undertook an in-depth budget line assessment of Specialist Medicine identifying savings of **c.£1.0m** with further considerable savings available within the business unit and across the division

Reviewed nursing bank and agency costs and root-causes of use, identifying savings of **c.£0.2m** within Specialist Medicine, with further similar savings available across the Trust.

Outcome

Identified efficiencies and savings of **£4.6m** (115% of target), of which **£1.4m** (35%) was delivered prior to the financial year commencing.

'Linea provided sound support, advice & challenge to the division, enabling a robust CIP to be developed and a number of longstanding issues to be resolved. The approach was calm, professional, thorough & detail driven, enabling ease of decision making. I would recommend them to other organisations requiring transformation support.'

Divisional Director - Adult Acute Care