

## University Hospitals of North Staffordshire

### **Programme Management - Integrating Health Service for Staffordshire**

#### What our client wanted

University Hospitals of North Staffordshire NHS Trust was taking on services at Stafford Hospital following the well-publicised clinical and financial failures at Mid Staffordshire NHS Foundation Trust. The Trust called on Frontline to help manage the complex and high profile programme of work associated with the transaction and integration process.

#### What Frontline did

Frontline provided intensive on-site support to the Trust through providing programme director and programme manager capacity. Overseeing a team consisting of Trust staff and a range of external advisors, we managed the programme of work, including:

- developing the governance structures and arrangements for the programme
- creating the project management infrastructure – including project plans, benefits capture, risk and issue management processes and project reporting mechanisms
- providing assurance to the Trust Board through highlighting key risks and issues together with mitigation strategies, and specifying clearly the residual risk to which the Board was exposed
- identifying the capacity and capability required to deliver the programme, supporting the Trust in pulling in this resource, and managing the programme budget
- providing financial budgets, forecasts and expenditure reports to the Programme Board and liaising with external regulators to obtain funding for the work
- overseeing the due diligence process
- working closely with workstreams and divisions in the development of outputs to feed the business cases and integration plans
- managing stakeholders both externally and internally

#### What difference we made

We provided the foundations for a successful transaction and integration process through establishing robust programme structures and governance arrangements, working effectively with a wide set of internal and external stakeholders to keep the programme on track even in the midst of political pressures, changing timescales, uncertainty and complexity.

#### What our client said

***“Frontline provided invaluable support to a challenging and complex project. Their depth of understanding of the issues combined with excellent programme management skills meant they were able to work extremely effectively with clinicians, managers, directors and external stakeholders to deliver high quality outputs. I would highly recommend them.”***

Andrew Butters, Programme Director, University Hospitals of North Staffordshire