

Princess Alexandra Hospital

Financial Turnaround

The Princess Alexandra Hospital 
NHS Trust

What our client wanted

The Trust had reached a mid-year position with most of its cost improvement programmes not yet started. Frontline was asked to “kick start” the cost savings programme (CIP) as a matter of urgency, and a start work on longer term financial plan to achieve sustainable financial balance.

What Frontline did

Frontline initially provided dedicated management of the CIP. This role identified and implemented both short term and structural savings programmes through engaging with and benchmarking the Trust’s business units, helping them to prepare savings plans and then regularly monitoring these through a series of ‘star chambers’ chaired by the Trust’s chief executive.

With the departure of the Director of Finance, Frontline provided an interim Director of Finance, Andrew Butters for a period of six months. Andrew built on and delivered the cost improvement programme (6% in a full year) and negotiated increases in contract income from the major PCTs allowing the Trust to achieve a small surplus in 2010-11.

Frontline also introduced service line reporting into the Trust and established a zero-based budget for 2011-12 to put the Trust on a firm footing to progress to FT status. This represented a considerable and cultural shift for the Trust since the previous culture had been highly centralised.

What difference we made

In providing direction and realistic yet sensitive leadership to the Trust financial recovery programme and budget setting, Frontline started to change the culture of the Trust from one of highly centralised control to business units with more responsibility. We balanced the books in 2010-11. We also stabilised the informatics and IT functions.

What our client said

“Frontline brought to all these challenges a practical, hands-on knowledge of services and the enthusiasm and vigour to take staff with them. They offer excellent value for money and I would use them again without hesitation.”

Melanie Walker, Chief Executive, Princess Alexandra Hospital NHS Trust