

# Case study – Healthcare Trust

## Corporate Simplification

### Business Situation

As a result of recommendations made by the Trust Special Administrator SLHT required support to assist the senior team in preparing for the transfer of services to other NHS and Foundation Trusts and subsequent statutory dissolution by order of the Secretary of State. Due diligence had been commenced but had stalled requiring fresh impetus and a focus on the wind down to dissolution.

### Engagement Description

Deloitte was engaged to assist the management team and incumbent Programme Management Office to:

- Develop and implement an appropriate methodology to bring the due diligence phase to a close;
- assess the actions required to ensure wind down actions occurred to enable dissolution;
- Assisting the NHS legal advisers in preparing supporting schedules for the Transfer Orders; and
- advising management on ad-hoc issues throughout the wind down process.

### Critical Success Factors

- To ensure focus and resource was able to be switched from due diligence to implementation of the wind down planning whilst ensuring all stakeholders had sufficient information to be able to move forward.
- To minimise management's time on the wind down aspect of project enabling them to focus on maintaining patient safety and levels of care.
- Ability to work collaboratively with a wide range of stakeholders from receiving organisations, the NHS and legal advisers to ensure a smooth transition of services and dissolution.
- To provide the client with a balanced objective view on progress identifying the critical areas requiring attention.

### Results and Benefits

- Collaborative approach between Deloitte and the incumbent project team enabled the project to be reinvigorated.
- Key stakeholders' expectations were managed to enable a more effective/less adversarial process to be followed.
- Transfer Orders and statutory dissolution achieved as per the timeframe advised by the Secretary of State to Parliament..