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Turnaround at UCLH

Part C: A hospital requiring intensive care

Further planning and implementation

Further planning

Pelham had spent the first days quickly appraising the detail of the rescue plan, aspects at the coalface of clinical operations and aspects of managerial performance. Stakeholders were supportive of the plan and he had made some personal contacts at Monitor. Critically, he had managed to accomplish these things while maintaining a low profile with the employees of the Trust, so that the lines of communication and authority in the organisational structure remained intact. A programme office was in place, leadership roles for able and committed existing staff were assigned and regular meetings with Monitor were scheduled.

If the entire programme were not complex enough, Monitor also had requested a reduction in the time for recovery to break even from three to two years. KPMG had pointed out in their report that this could bring extra risks, including:

- Management capacity stretch (particularly in Finance, Operational and Corporate Management);
- Staff morale and motivation;
- Lost activity from disruption;
- Increased risks of clinical incidents as clinical and management time is focused on delivering the accelerated plan.

The case was written by Anita Devlin (JEMBA 2009), Cheerag Shirodaria (SEMBA 2009) and Renate Verheul (JEMBA 2009), under the supervision of Professor Michael G. Jacobides, Sir Donald Gordon Chair of Entrepreneurship and Innovation, and Associate Professor of Strategic and International Management at London Business School. Significant support in the preparation of this case was provided by Jennifer Ladwig (JEMBA 2009). The authors are very grateful to and acknowledge the contribution of Sir Robert Naylor, CEO UCLH Foundation Trust, William Moyes, former CEO, Monitor, and Pelham Allen, Chair of Health Turnaround, Ernst & Young, without whom this case would not have been possible. C. Jennifer Tae provided useful input and Stuart Barton produced the AV material. The Advanced Institute for Management Research and the Management Innovation Lab are acknowledged for their financial support.

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