

NHS Trusts aspiring to Foundation Trust status have to go through a rapid accelerated development programme to demonstrate they can meet Monitor's market entry requirements of being well governed, financially viable, legally constituted and rooted in the community they serve.

HLSP, Bentley Jennison and The Campaign Company have worked with over 20 Wave 1, 2 and 3 Foundation Trusts. This experience means we are ideally placed to support both existing and aspiring Foundation Trusts in their future development and business planning.



## Applying to become a Foundation Trust

Foundation Trusts (FT) are radically new types of NHS organisations, accountable to their members, stakeholders and the public. The process to become an FT is significant. The transformation of operations, financial management, corporate governance and organisational culture is complex. The challenge to aspirant Foundation Trusts is not just one of success in the application process but also of transforming their organisation to deliver the goals, objectives and outcomes expected of a high performing organisation over the long term. These include:

- Demonstrating the business and financial acumen to operate in a more commercial style
- Using the new freedoms to improve services and quality of care
- Developing and implementing new governance proposals whilst allowing effective decision-making accounting for the views of local people, patients and staff
- Maximising the value of and embedding the new membership culture in all aspects of the Trust operation
- Demonstrating that they operate as model employers – maintaining and developing high standards of employment practice
- Attracting and retaining an appropriately skilled workforce

The development of an Integrated Business Plan (IBP) is fundamental to this process, outlining the organisation's plans for the next five years (or longer if there is a significant PFI project). The plan will include detailed descriptions of the Trust's major Service Development Plans, including a comprehensive risk assessment of how the delivery of those plans impact on income, expenditure, cash-flow and assets.



## Positive impacts through practical solutions

## NHS Foundation Trusts

### Our approach

HLSP's integrated programme addresses the four main challenges of the FT application process:

- Strategy and service planning (including market analysis, risk assessment, HR and workforce planning)
- Financial modelling and sensitivity analysis
- Public consultation and membership strategy
- Board development and governance

Each work stream is delivered by dedicated experts led by a single project manager. This ensures the project is delivered on time and on budget.

Our approach involves seminars, one-to-one meetings, modelling workshops, document and data analysis, financial modelling and hands-on involvement during consultation.

Producing the IBP is a significant undertaking. However, the longer-term challenge for the Trust is delivering on those plans. Monitor's rigorous scrutiny process includes a 'Board-to-Board' and an examination of the IBP to test its viability. Monitor will also consider the skills, capabilities and knowledge of the Executives and non-Executives.

The nature of the public consultation and the extent to which it builds support amongst the community is a critical factor in determining the success of the application, and the organisation itself in the long term. The statutory public consultation is a valuable opportunity to engage with the public, members of staff and key stakeholders. This process facilitates the recruitment of Members and Governors of The Foundation Trust.

#### A partnership of specialist knowledge and skills

HLSP, Bentley Jennison and The Campaign Company have developed an integrated and comprehensive programme for aspirant NHS Foundation Trusts to guide them through the FT application process and beyond.

HLSP provides a wide range of support and advice for clients across the public and private health sectors, focusing on business strategy and planning, service redesign and organisational development. We are a preferred provider to the Department of Health in England, NHS Wales and the Welsh Assembly Delivery and Support Unit. HLSP is part of the Mott MacDonald Group, an independent management, engineering and development consultancy with over 10,000 staff working in 100 countries.

Bentley Jennison provides traditional auditing, accountancy, taxation, business planning and consultancy services to businesses throughout Europe. Acclaimed as "the fastest-growing firm in 2005's Accountancy Age top 20", it is now 14th in the 'Top Twenty' table for UK accountancy firms. Its client list covers health, local and central government, social housing and education and includes a number of high profile Trusts, PCTs and SHAs.

The Campaign Company (TCC) is a specialist communications agency delivering active engagement across a whole range of communities, including 'health communities'. TCC focuses on connecting people, organisations and communities, facilitating the development of key relationships and providing the tools for increased and enduring public participation.

Together our three companies have worked with many aspirant Wave 3 and 3a Trusts through the application process, acted as first wave assessors for Monitor, advised a number of clients on the implications of Payment by Results, organised many Board development programmes including mock Board-to-Board sessions, and worked with over twenty NHS Trusts on their public consultation and membership strategies.

#### Contact us

To find out how we can help you as an aspiring or established Foundation Trust, please contact:

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