

Provider Development Documents - Unformatted Document

"An invitation to speak"

File Reference: WRK/001/002 Vol 7

File Title: Working Files - Provider Development - Meeting and event information

Filed by:

Created by:

Recipients: Ian Dalton (SendTo, CopyTo & BlindCopyTo if applicable)

Document Security:

Who can read? All readers of this document database

[Redacted]@mckinsey To Ian Dalton/OIS/DOH@DOH
cc
10/12/2010 09:07 bcc

Subject: An invitation to speak

History: This message has been forwarded

Hi Ian

[Redacted]

Out of scope

It's in relation to your current role that I thought of you for a specific speaking engagement. Monitor and the FTN are intending to start a Chair development programme designed for new FT Chairs and aspirant Trusts. They have asked us how we would support the delivery of the programme including which speakers we would like to convene. One of the topics they intend to cover are "how to build productive commissioner relationships" and I thought that you, having worked on both sides of the fence, would be a great speaker on this topic.

Would you be interested? Please let me know if you would be interested in principle and if so I am happy to fill you in on the details later. Time as ever on these things is short so even a one-liner either way would be helpful!

[Redacted]

[Redacted]

McKinsey & Company

[Redacted]

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(Content modified in mailfile prior to filing since first received on 10/12/2010 09:07.

Last modified in mailfile: 10/12/2010 10:34)

Provider Development Documents - Unformatted Document

"Meeting tomorrow - proposed agenda for tomorrow 10.30 - 12.30"

File Reference: WRK/001/002 Vol 6
File Title: Working Files - Provider Development - Meeting and event information

Filed by: [Redacted]
Created by: [Redacted]
Recipients: Ian Dalton; [Redacted] (Send To, Copy To & Blind Copy To if applicable)

Document Security:
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[Redacted]@mckinsey
y.com
16/12/2010 15:46

To: Ian Dalton/OIS/DOH@DOH, [Redacted]
<[Redacted]@london.nhs.uk>
cc: [Redacted]@mckinsey.com
bcc:
Subject: Meeting tomorrow - proposed agenda for tomorrow 10.30 - 12.30

Dear all,

we look forward to meet up together tomorrow.

Can we suggest an agenda. We suggest a relatively paper light, interactive discussion.

1. Introductions
2. Situation for NHS hospitals/FT pipeline 2011-2013 Ian Dalton
3. Experience from turning around hospitals in Germany [Redacted]
4. Discussion of potential opportunities in London
- Specific situation in London [Redacted]
- What an international player would suggest [Redacted]
- Requirements for policy / next steps All

Hope this works - any suggestions welcome.

Best

[Redacted]

Forwarded by [Redacted] on 16/12/2010 15:39

From: [Redacted] MCKINSEY

To: Ian.Dalton@dh.gsi.gov.uk [Redacted]@london.nhs.uk [Redacted]

Cc: [REDACTED]@MCKINSEY, [REDACTED]@MCKINSEY
Date: 09/11/2010 23:42
Subject: Collaboration

Dear Ian Dalton, [REDACTED]

we had good discussions over the last day on how international hospital provider groups may help to tackle the performance improvement of English hospitals.

The starting points in last years discussions have been

- NHS: Interest in new solution for 10-20 hospitals, but starting from a mindset 1 at a time with various political constraints

- International players: Can do an initiative if 500 million revenue on table, can keep real estate and pensions with NHS, needs free hand on staff mgmt

This now may be a time where both sides can usefully explore their position as an input into how policy would be shaped and, at later stage, this would proceed to implementation.

A next step we all discussed may be a workshop of 2-3 hours in London with 3 of you plus [REDACTED] and me.

I have asked [REDACTED] to work with your offices to make this happen.

Would this work?

Best

[REDACTED]

+=====+
=====+


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+=====+
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Calendar Entry
Meeting

- Notify me 
 Mark Private Pencil In

Subject Collaboration - Workshop in London Ian Dalton/ [redacted]

Chair Ian Dalton/OIS/DOH
Sent By [redacted]

When Starts Fri 17/12/2010 10:30
Ends Fri 17/12/2010 12:30 2 hours
 Specify a different time zone

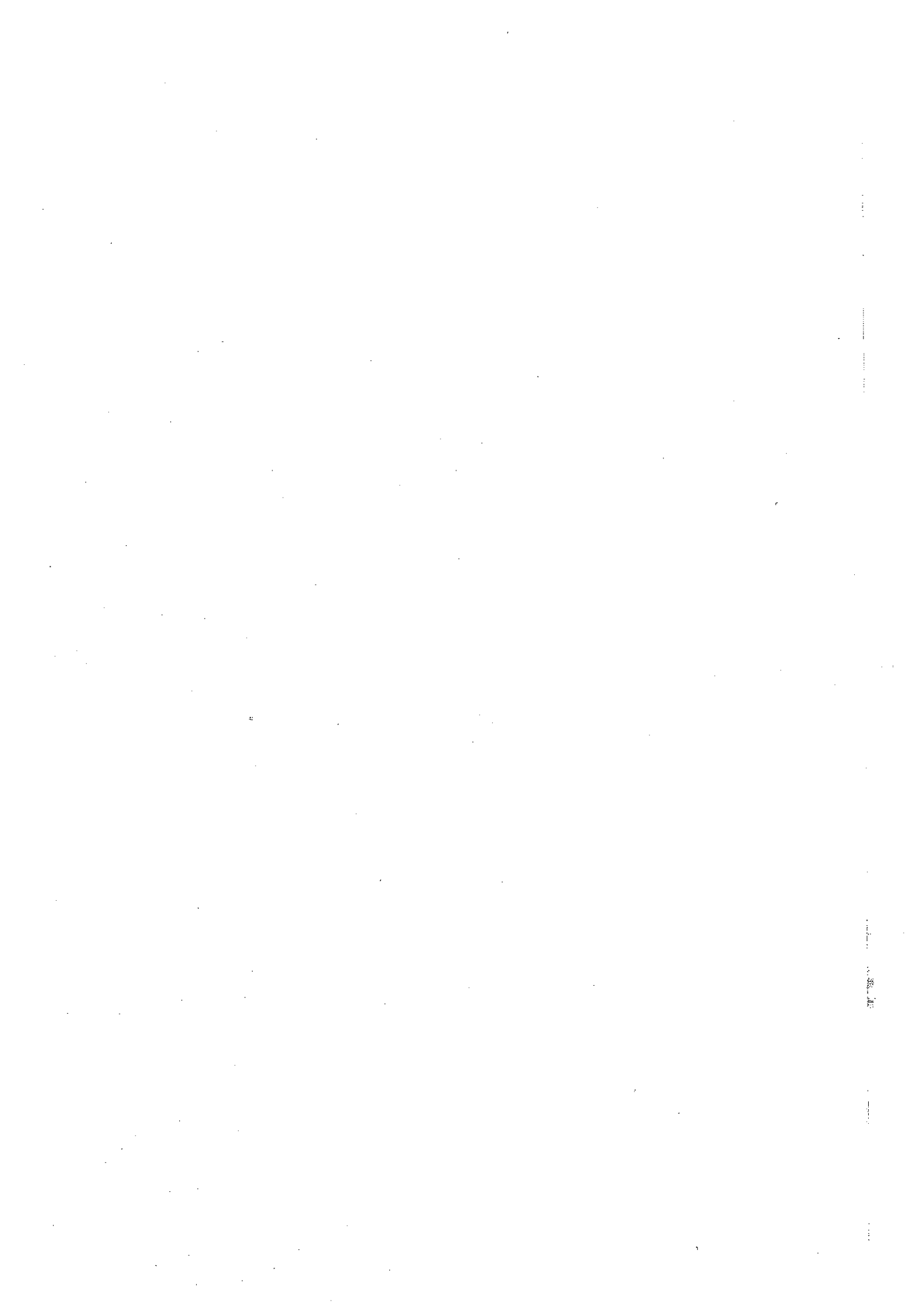
Where Location NHS London, Southside
4th Floor, 105 Victoria Street, London SW1E 6QT.
Reserved No rooms or resources have been reserved.

Invitees Invited The following invitees have been invited
Required (to) Matthew Kershaw/OIS/DOH@DOH
FYI (bcc) [redacted]

Categorize

Scheduler  [Click to see invitee status](#)

Description [redacted]



Provider Development Documents - Unformatted Document

"Fw: DELIVERY FAILURE: Fw: NHS - Iacht"

File Reference: WRK/001/004 Vol 2

File Title: Working Files - Provider Development - FT

Filed by:

Created by:

Recipients:

Ian Dalton (SendTo, CopyTo & BlindCopyTo, if applicable)

Document Security:

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[REDACTED]@mckinse
y.com

17/12/2010 20:17

To Ian Dalton/OIS/DOH@DOH

cc

bcc

Subject Fw: DELIVERY FAILURE: Fw: NHS - Iacht

----- Original Message -----

From:

Sent: 12/17/2010 09:09 PM CET

To:

[REDACTED] <[REDACTED]@london.nhs.uk>; "Ian Dalton" <ian.dalton@dh.gsi.gov.uk>

Cc:

Subject: Fw: NHS - Iacht

Delivery Failure Report

Your message: Fw: NHS - Iacht
was not delivered to: ian.dalton@dh.gsi.gov.uk
because: 553 Percent style addressing not permitted

What should you do?

You can resend the undeliverable document to the recipients listed above by choosing the Resend button or the Resend command on the Actions menu.

Once you have resent the document you may delete this Delivery Failure Report.

If resending the document is not successful you will receive a new failure report.

Unless you receive other Delivery Failure reports, the document was successfully delivered to all other recipients.

Routing Path

EU-BLACKBERRY13/Europe/MCKINSEY;EU-HUB01/Europe/MCKINSEY;NA-Gateways02/NorthAmerica/MCKINSEY;NA-Gateways02/NorthAmerica/MCKINSEY;EU-HUB01/Europe/MCKINSEY;EU-Mail0

2/Europe/MCKINSEY

Original message follows-----

To: "[REDACTED]@london.nhs.uk" Ian Dalton <ian.dalton@dh.gsi.gov.uk>
Cc: [REDACTED]@mckinsey.com [REDACTED]@mckinsey.com>
Subject: Fw: NHS - lacht
Date: 12/17/2010 09:09:44 PM

Hi

Great chat today - let's follow up soon.

Pls send xmas card to [REDACTED] ([REDACTED] can send address):

Flights all down he is on train arriving Berlin tomorrow noon [REDACTED] doesn't believe much will happen so he pays the trip himself

Best

----- Original Message -----

From: [REDACTED]
Sent: 12/17/2010 07:29 PM CET
To: [REDACTED]
Subject: NHS - lacht

Hallo [REDACTED]

das muss was werden mit dem NHS Projekt - bin dafür auf Weltreise ([REDACTED] danke noch mal für die Hilfe)

Flüge nach Deutschland nicht mehr vor Sonntag, nachdem der Flug von London City bis 15:00 ok war. Na ja ...

Den Weg nach Heathrow habe ich dann auch abgebrochen, dafür aber noch eins der letzten Eurostar Tickets nach Brüssel heute Abend bekommen.

Klappt alles Übernachtung in Brüssel und Thalys nach Köln und ICE dann weiter also mittags am Ziel - gar nicht so schlecht.

Schönes Wochenende, bin sehr gespannt ob und wie es weitergeht.

Mit freundlichen Grüßen

[REDACTED]

P.S. hab meine Ex Kollegen schon informiert, werden sich [REDACTED] aber nicht glauben das ein Projekt kommen wird.

+=====
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+=====

Provider Development Documents - Unformatted Document

"Invitation to speak at the McKinsey Hospital Institute Dinner and Debate 1st March 2011, The Castle Hotel, Taunton"

File Reference: WRK/001/002 Vol 10

File Title: Working Files - Provider Development - Meeting and event information

Filed by: [REDACTED] on 25/02/2011 at 15:59

Created by: [REDACTED] on 16/02/2011 at 11:26

Recipients: Ian Dalton (SendTo, CopyTo & BlindCopyTo if applicable)

Document Security:

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[REDACTED]@mckinsey.c

om

Sent by:

[REDACTED]@mckinse
y.com

16/02/2011 11:29

To Ian Dalton/OIS/DOH@DOH

cc

bcc

Subject Invitation to speak at the McKinsey Hospital Institute Dinner and Debate 1st March 2011, The Castle Hotel, Taunton

For Follow Up

History:

This message has been forwarded.

PASSED TO [REDACTED]

Dear Ian,

**Invitation to speak at the McKinsey Hospital Institute Dinner and Debate
1st March 2011, The Castle Hotel, Taunton**

I am writing to invite you to be our guest speaker at a McKinsey Hospital Institute dinner. The dinner will take place at The Castle Hotel in Taunton on the evening of 1st March 2011.

This dinner is part of a national series we are running to provide an informal opportunity for Chief Executives, Medical Directors and Finance Directors from acute hospital trusts - in this instance from the South West region - to focus on the dual challenges of increasing quality and productivity, and making savings.

Our aim is for the dinner to have a relaxed atmosphere, and as our guest speaker we would encourage you to question and challenge our guests to engage in a lively debate. We would like to invite you to give your perspective on the challenges for providers post the health bill, perhaps dwelling on Choice, competition and the journey towards foundation trust status for all trusts. Also we would be keen for you to raise questions and prompt discussion around how aspirations to improve quality can be met in the current economic climate. Discussion led by guests at our recent events has included debates about the hospital failure regime, clinical leadership and accountability and mechanisms for driving change within clinical and management teams.

You are invited to speak for 10-15 minutes and we will provide a chairperson from McKinsey to ensure

there is active debate. I hope you will be able to join us at 6pm for drinks, with dinner starting at 6.45pm. We will provide you with overnight accommodation and would be able to assist with travel arrangements.

I am sure our dinner guests would appreciate your perspective on the issues and I very much hope you will be able to take part. Please do let me know if you need any further information. If you would like further details regarding arrangements for the dinner my assistant [REDACTED] will be able to help and she can be reached at [REDACTED]@mckinsey.com. If this date is inconvenient perhaps you would be able to speak at one of the other dinners in the series? We look forward to hearing from you.

Yours sincerely

[REDACTED]
The McKinsey Hospital Institute

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Last modified in mailfile: 16/02/2011 11:35)

Calendar Entry
Meeting

- Notify me
- Mark Private
- Pencil In

Subject Call with [REDACTED] - McKinsey

Chair Ian Dalton/OIS/DOH

When
Starts Fri 18/02/2011 12:30
Ends Fri 18/02/2011 12:45 15 mins
 Specify a different time zone

Where
Location [REDACTED] to call Ian
Reserved No rooms or resources have been reserved

Invitees Invited No invitees have been invited

Categorize

Scheduler  [Click to see Invitee Room and Resource availability](#)

Description

Contact details [REDACTED]

Calendar Entry

Meeting

- Notify me
- Mark Private
- Pencil In

Subject Coaching session with ██████ McKinsey

Chair Ian Dalton/OIS/DOH

When
Starts Tue 08/02/2011 10:30
Ends Tue 08/02/2011 12:00 1 hr 30 mins
 Specify a different time zone

Where
Location RH 211
Reserved No rooms or resources have been reserved

Invitees Invited No invitees have been invited.

Categorize

Scheduler  [Click to see Invitee, Room and Resource availability](#)

Description



[redacted]@mckinsey.co

To

m

Sent by:

cc

[redacted]@mckinsey.c

bcc

om

Subject A message from [redacted]

12/01/2011 08:46

(Embedded image moved to file: pic15724.gif)

Hello Change Leaders, and Happy New Year!

In this second of my occasional e-mails about useful new ideas, I'm writing to tell you about the Management Innovation eXchange (MIX), www.managementexchange.com. This is a new initiative from the leading management thinker [redacted] one that McKinsey is helping incubate. The MIX is the world's first open innovation platform aimed at reinventing management for the 21st Century. It brings together the boldest thinkers, the most adventuresome practitioners, and the latest tools to explore solutions to a set of management challenges we must address if we're going to build more adaptable, engaging, innovative, and responsible organizations.

I invite all of you to participate in an exciting MIX competition that I'm helping judge, the HCI Human Capital M-Prize. Entering is simple: contribute either a real-world story or a brand new idea about how to unleash human capability and build communities of passion. Submissions will be accepted until January 20th; winners and semi-finalists will be invited to participate in the 2011 HCI Human Capital Summit in Atlanta, GA, in March. (You can find details on the MIX.) I look forward to hearing about your ideas and, I hope, seeing you at the Summit.

In addition, I recently sent many of you a short video I recorded with [redacted] on the topic of organisational health. Thank you for all the feedback. For those folks who didn't receive it the first time round, the original e-mail and video are attached below, along with a transcript of our conversation.

If for any reason you would prefer not to receive these occasional e-mails from me, please just reply to this note.

Equally, if you have a colleague who would like to receive these e-mails, please reply with their contact details and I would be glad to add them to the distribution list.

Best wishes,

[redacted signature]

(Embedded image moved to file: pic11478.gif)

Friends,

You are receiving this e-mail as I believe you have a passion for leading and enabling change in organisations. Many of the folks on this distribution list have attended the Change Leaders' Forum, a two day event I have helped run many times over recent years. Many others are clients, colleagues and friends I've worked with over many years that I know share a passion for productive change.

I thought it may be helpful to you if I occasionally wrote to you with some specific piece of content that you might be able to use in your work, an article, a case study or a video. The attachment below is a 14 minute video of myself and [redacted] in conversation. [redacted] is a professor at London Business School and author of 'Competing for the Future'. In the video we attempt to summarise many years research on the topic of organisation effectiveness. I hope you find it helpful. Please feel free to use it in any way helpful, no need to check back re copyright.

[http://www.mckglobal.com/Q/Reviews/\[redacted\].html](http://www.mckglobal.com/Q/Reviews/[redacted].html)

If for any reason you would prefer not to receive these occasional e-mails from me, please just reply to this email.

Equally, if you have a colleague that would like to receive these e-mails, please just reply with their contact details and I would be glad to add them to the distribution list.

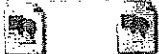
Very best wishes,

[redacted]

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Provider Development Documents - Unformatted Document

File Reference: WRK/001/002 Vol 7
File Title: Working Files - Provider Development - Meeting and event information

Filed by: [Redacted]
Created by: [Redacted]
Recipients: David Flory; Jim Easton; Barbara.hakin; Ian Dalton; Jo-Anne Wass (Send To: Copy To & BlindCopy To if applicable)

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[Redacted]@mickinsey.co.uk
m
11/01/2011 08:48
To David Flory/FD/DOH/GB@DOH, Jim Easton/OIS/DOH@DOH, Barbara.hakin@eastmidlands.nhs.uk, Ian Dalton/OIS/DOH@DOH
cc Jo-Anne Wass/OIS/DOH@DOH
bcc
Subject

History: This message has been forwarded.

Happy New year David, Jim, Barbara and Ian

You've perhaps heard from Jo that we now have SoS approval for me to start working with you good folks again. I will be joined by my colleague [Redacted]. I'd like to dive right in and start trying to help. To that end my P.A. [Redacted] will contact your offices and set up a series of regular sessions. Given the constraints of diaries this may take a couple of weeks to get sorted. In the meantime, if we can help in any way please just give me a ring or suggest a time outside normal hours and I'd be delighted to chat.

Looking forward to seeing you again.

Best

=====
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Last modified in mailfile: 11/01/2011 09:48)

Provider Development Documents - Unformatted Document

"Hospital CEO onference"

File Reference: WRK/001/002 Vol 11

File Title: Working Files - Provider Development - Meeting and event information

Filed by: [REDACTED] on 27/03/2011 at 15:20

Created by: [REDACTED] on 23/02/2011 at 09:26

Recipients: Ian Dalton (SendTo, CopyTo & BlindCopyTo if applicable)

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[REDACTED]@mckinse
y.com
23/02/2011 09:27

To Ian Dalton/OIS/DOH@DOH
cc
bcc

Subject: Hospital CEO onference

For Follow Up:

History:

This message has been forwarded.

PASSED TO [REDACTED]

Dear Ian,

we are organizing a conference for hospital leaders on April 6/7 in Paris. The agenda will include how hospitals respond to the current financial climate, and there will be about 100 very interesting players.

We will also organize a session with other governments/national agencies on how to scale national programmes in this area and compare notes.

Hope you can make it!

Best

[REDACTED]

[REDACTED] McKinsey & Company | 1 Jermyn Street, London SW1Y 4UH | Tel:

[REDACTED] | E-mail: [REDACTED]

=====+
=====+

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+=====+
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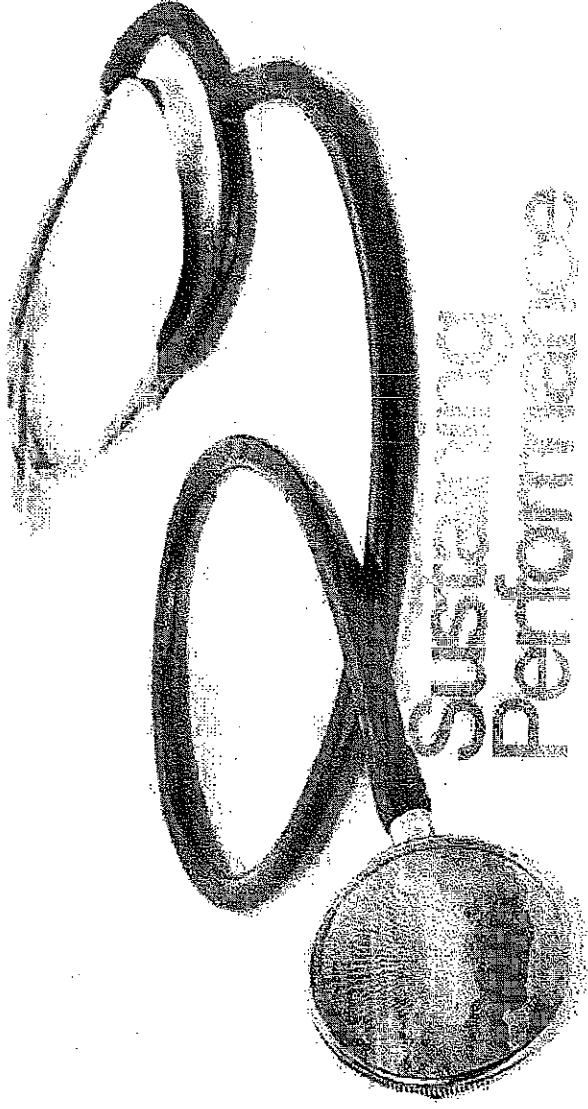
DH users see Computer virus guidance on Delphi under Security in DH, for further details. In case of problems, please call the IT support helpdesk.



110124_Invitation_Hospital CEO Conf 2011.pdf 110114_Preliminary agenda - International CEO Conference.pdf

(Content modified in mailfile prior to filing since first received on 23/02/2011 09:27.

Last modified in mailfile: 23/02/2011 10:06)



International Hospital/CEO Conference
Paris, April 6th & 7th, 2011

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McKinsey & Company

International Hospital CEO Conference

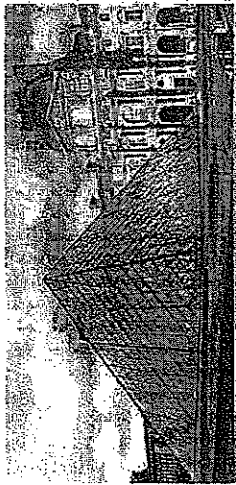
Paris, April 6th & 7th, 2011

A unique opportunity for high-level exchanges
in prestigious settings at the center of Paris

APRIL 6

14:00 - 17:00

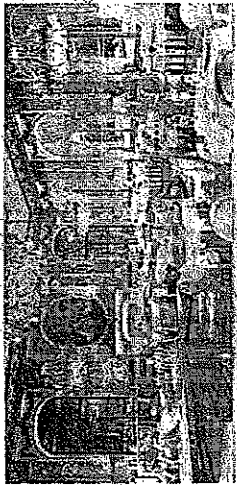
Louvre visit



APRIL 6

19:30

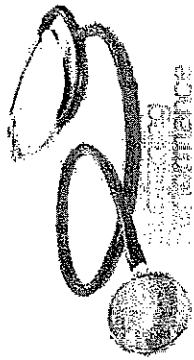
Dinner at the Restaurant of
Maurice Hotel



APRIL 7

8:30 - 17:00

Conference
at Westin Grand Hotel
3 rue de Castiglione
75001 Paris

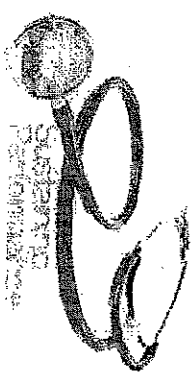


A unique program focused on hospital performance

- A mix of plenary and breakout sessions focused on improving and sustaining hospital performance
- A "holistic" approach to hospital performance, including quality of care, quality of working conditions and economic efficiency
- Expected attendance of about ~100 CEO from leading hospitals from around the world
- A bi-lingual English-French conference

Preliminary agenda

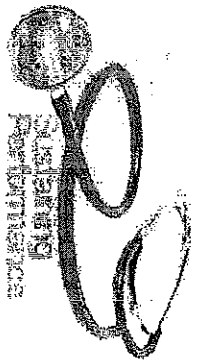
April 7th, 2011



TIME	ACTIVITIES	LOCATIONS
08:30 - 08:45	Introduction	Napoleon
08:45 - 09:15	Plenary session: Sustaining performance in turbulent times	Napoleon
09:15 - 10:15	Breakout sessions (running in parallel) <ul style="list-style-type: none"> The hospital of the future Hospitals and primary care: how to best integrate Opportunities for hospitals in international growth 	Tuileries 1 Vendôme Tuileries 3
10:15 - 10:45	Break and discussions	Foyer Westin
10:45 - 11:30	Plenary Session: The Award Case	Napoleon
11:30 - 12:30	Breakout sessions (running in parallel) <ul style="list-style-type: none"> Personal journeys: The role of the leader in performance transformations Management Matters: How to sustain performance Risk management in hospitals 	Tuileries 1 Vendôme Tuileries 3
12:30 - 14:00	Lunch and discussions	Restaurant Westin
14:00 - 15:00	Breakout sessions (running in parallel) <ul style="list-style-type: none"> Next generation for excellence in acute care operations Patient-centre care: Moments of truth in patients' interactions Optimizing hospital information technology 	Tuileries 1 Vendôme Tuileries 3
15:00 - 15:30	Break and discussions	Foyer Westin
15:30 - 16:30	Breakout sessions (running in parallel) <ul style="list-style-type: none"> Innovation management in hospitals Using clinical research in hospital operations Next generation for excellence in acute care operations 	Tuileries 1 Vendôme Tuileries 3
16:30 - 17:00	Summary and wrap-up	Napoleon

Preliminary agenda

April 6th, 2011



TIME	ACTIVITIES	LOCATIONS
14:00 – 17:30	Optional social program, Louvre visit	Louvre
17:00 – 19:00	Arrival	Grand Hotel Westin
19:00 – 19:15	Transfer/walk to Meurice Hotel	Westin/Meurice
19:15 – 19:30	Welcome by [redacted] McKinsey & Company	Meurice Hotel
19:30 – 22:30	Dinner	Meurice Hotel

Provider Development Documents - Unformatted Document

"Invitation to the Hospital CEO Conference 2011"

File Reference: WRK/001/002 Vol 11

File Title: Working Files - Provider Development - Meeting and event Information

Filed by: [redacted] on 27/03/2011 at 15:20

Created by: [redacted] on 24/02/2011 at 16:10

Recipients: Ian Dalton; [redacted] (SendTo, CopyTo & BlindCopyTo if applicable)

Document Security:

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[redacted]@mckinsé To Ian Dalton/OIS/DOH@DOH
y.com
Sent by: [redacted] cc [redacted]
[redacted]@mckinsey.co bcc
m
Subject Invitation to the Hospital CEO Conference 2011
24/02/2011 16:10

History: This message has been forwarded.

Dear Ian,

Please see attached invite.

Best,

[redacted]
[redacted] | McKinsey & Company | 1 Jermyn Street, London SW1Y 4UH | (Tel: [redacted])
[redacted] + E-mail: [redacted]

=====
+=====
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- 101201_Invitation_Hospital CEO Conf 2011.pdf

(Content modified in mailfile prior to filing since first received on 24/02/2011 16:10.

Last modified in mailfile: 24/02/2011 16:19)



December 1, 2010

On behalf of McKinsey & Company's Healthcare Payor & Provider Practice, we would like to invite you to our next **International Hospital CEO Conference** at the Westin Grand Hotel in Paris on April 6-7, 2011.

We are expecting 100 leading hospital CEOs to join us for two days of lively discussions, activities, and networking.

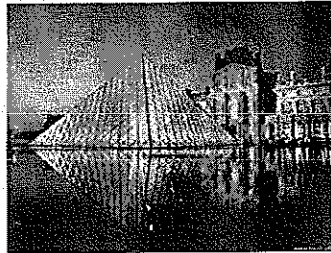
The governing theme of this year's conference is "Sustaining Performance", as this is, and will continue to be, one of the biggest challenges facing hospitals and Academic Medical Centers across the world. Specifically, we are preparing sessions on topics from strategy and leadership to operational optimization, including:

- The hospital of the future: New models of hospitals
- Integrating with primary care environment
- Leading a multi-year transformation for sustained performance
- Empowering clinicians
- Operational excellence in clinical care
- Patient-centric care: Moments of truth in patients interactions
- Optimizing hospital IT

The conference will include plenary sessions with eminent guest speakers

[REDACTED] among others), and smaller breakout discussions, allowing you to engage directly with your global peers. We hope that these sessions will provide an opportunity for you to share your ideas and experiences. Closer to the conference date we will confirm keynote speakers and full agenda details, please check out the conference website.

Conference registration will start online on December 1, 2010 via our conference website www.hospitalceoconference.com. The registration deadline is December 31, 2010.



Logistics

The conference will begin with an optional social program on Wednesday, April 6, from approximately 14:00 to 17:00, to visit the masterpieces at the Louvre Museum.

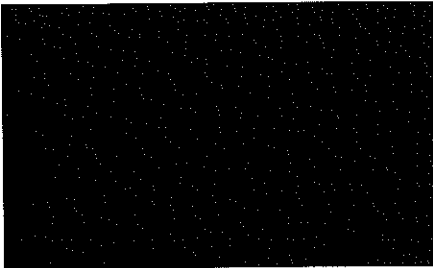
The conference will then formally begin with a welcome dinner at the famous "Le Meurice Hotel" restaurant at 19:30 on Wednesday, April 6. The main plenary conference will run from 8:30 to 17:00 on Thursday, April 7.

McKinsey will provide your accommodations and meals, but we ask that participants cover their own travel costs. Please feel free to contact us to discuss any alternative arrangements (for contact details, please visit the registration website).

We hope that this invitation will enable you to confirm your availability. Be sure to register online at www.hospitalceoconference.com as soon as possible to reserve your place.

We look forward to seeing you at the conference in Paris.

Sincerely,



Enclosure

Calendar Entry

Meeting

Notify me



Mark Private

Pencil In

Subject Meeting with [REDACTED] -
McKinsey

Chair Ian Dalton/OIS/DOH

When Starts Mon 28/02/2011 16:30
Ends Mon 28/02/2011 17:15 45 mins
 Specify a different time zone

Where Location RH 211
Reserved No rooms or resources
have been reserved

Invitees Invited No invitees have been invited

Categorize

Scheduler [Click to see invitee, Room and Resource availability](#)

Description

Contact - [REDACTED]

Provider Development Documents - Unformatted Document

"Invitation to speak at the McKinsey Hospital Institute Dinner and Debate"

File Reference: WRK/001/002 Vol 11

File Title: Working Files - Provider Development - Meeting and event information

Filed by: [REDACTED] on 11/04/2011 at 22:54

Created by: [REDACTED] on 24/03/2011 at 12:02

Recipients: Ian Dalton (SendTo, CopyTo & BlindCopyTo if applicable)

Document Security:

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[REDACTED]@mckinsey.c To Ian Dalton/OIS/DOH@DOH
om cc
Sent by: [REDACTED]@mckinse bcc
y.com
24/03/2011 12:05 Subject Invitation to speak at the McKinsey Hospital Institute Dinner
and Debate

For Follow Up:

History This message has been forwarded.

PASSED TO [REDACTED]

Dear Ian,

Invitation to speak at the McKinsey Hospital Institute Dinner and Debate

Following our correspondence last year, I am writing to let you know about the next in the series of our McKinsey Hospital Institute dinners which take place on the following dates:

- Thursday 12th May, Yorkshire and Humber region to be held in Leeds.
- Tuesday 24th May, North East region to be held in Newcastle.
- Wednesday 8th June, East of England region to be held in Cambridge.

The dinners provide an informal opportunity for Chief Executives, Medical Directors and Finance Directors from acute hospital trusts to focus on the dual challenges of increasing quality and productivity and making savings.

Our aim is for the dinners to have a relaxed atmosphere, and as our guest speaker we would encourage you to question and challenge our guests to engage in a lively debate. We would like to invite you to give your perspective on the Health Bill perhaps focussing specifically on the challenges to acute hospitals and the best route to overcoming these. Discussion led by our guests at our recent events has included debates about mergers, takeovers, the hospital failure regime, and a perspective of what makes a good hospital great.

You are invited to speak for 10-15 minutes and we will provide a chair person from McKinsey to ensure there is active debate. I hope you will be able to join us at 6pm for drinks, with dinner starting

at 6.45pm. We will provide you with overnight accommodation and would be able to assist with travel arrangements.

I am sure our dinner guests would appreciate your perspective on the issues and I very much hope you will be able to take part. If you would like further details regarding arrangements for the dinner my assistant [REDACTED] will be able to help and she can be reached at [REDACTED] or [REDACTED]. Please let us know if any of these dates would be convenient

We look forward to hearing from you.

Yours sincerely

[REDACTED]
The McKinsey Hospital Institute

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(Content modified in mailfile prior to filing since first received on 24/03/2011 12:05.

Last modified in mailfile: 24/03/2011 13:59)

Provider Development Documents - Unformatted Document

"Paris presentation"

File Reference: WRK/001/002 Vol 11

File Title: Working Files - Provider Development - Meeting and event information

Filed by: [redacted] on 11/04/2011 at 22:50

Created by: [redacted] on 25/03/2011 at 16:37

Recipients: Ian Dalton; [redacted] (SendTo, CopyTo & BlindCopyTo if applicable)

Document Security:

Who can read? All readers of this document database

[redacted]@mckinse
y.com

25/03/2011 16:41

To Ian.Dalton/OIS/DOH@DOH

cc [redacted]@mckinsey.com

bcc

Subject Paris presentation

History: This message has been forwarded.

Dear Ian,

with about 100 of Europe's leading hospital and hospital network/agency CEOs attending, Paris will be a great event.

We are looking forward to you attending our conference in Paris on the 7th April, and once again thank you for contributing to the "Transforming hospitals across a network" session.

I will be introducing this session, in which we want to compare the UK and French approach to transforming hospital performance. We propose that you and [redacted] each spend ten minutes or so setting the context, describing the approach you are taking and lastly providing your own perspectives on the current and future challenges.

To keep preparation to a minimum we suggest around 4 or so slides. We will then open up to questions and wider discussion from the audience. I will summarise and close the session.

We have agreed to arrange a further private discussion with [redacted] and propose we do this over lunch which will be at the end of the session. At that lunch, we expect also leaders from similar agencies in Australia and Spain to participate who will also be among others attending the breakout above.

It would be very helpful to have a copy of your slides in advance so that we can make sure they are translated and included in the overall conference material. Please let me know if you want our help with the preparation.

I look forward to seeing you in a couple of weeks, and if we can be of any help in the meantime do not hesitate to get in touch.

Best



[Redacted] | McKinsey & Company | + 1 Jermyn Street, London SW1Y 4UH | (Tel:
[Redacted] | + E-mail: [Redacted]@mckinsey.com

+=====+
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 - Hospital CEO Conference 2011_Participants.pdf

(Content modified in mailfile prior to filing since first received on 25/03/2011 16:41.
Last modified in mailfile: 28/03/2011 10:57)

Calendar Entry

Meeting

Notify me



Mark Private

Pencil In

Subject phone call with [redacted] from Mckinsey re Paris Conference

Chair Ian Dalton/OIS/DOH

When Starts Wed 30/03/2011 09:30
Ends Wed 30/03/2011 10:00 30 mins
 Specify a different time zone

Where Location RH211
Reserved No rooms or resources have been reserved

Invitees Invited No invitees have been invited

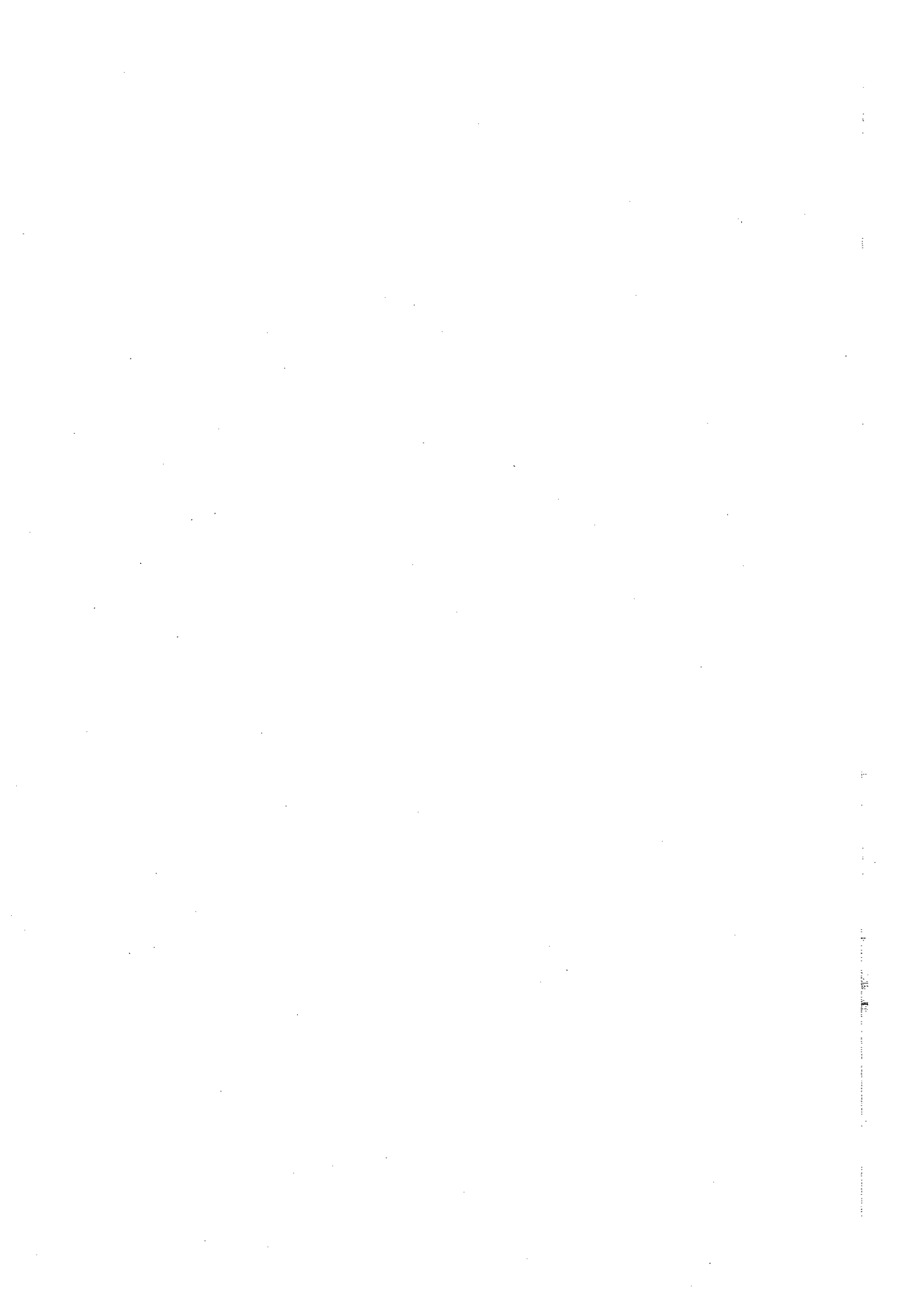
Categorize

Scheduler [Click to see Invitee, Room and Resource availability](#)

Description


[redacted] will call Ian on [redacted]

[redacted]



Calendar Entry

Meeting

- Notify me 
- Mark Private Pencil In

Subject Coaching session with [REDACTED] - McKinsey

Chair Ian Dalton/OIS/DOH

When
Starts: Wed 30/03/2011 11:00
Ends: Wed 30/03/2011 12:00 1 hour
 Specify a different time zone

Where
Location: RH 211
Reserved: No rooms or resources have been reserved

Invitees Invited No invitees have been invited

Categorize

Scheduler  [Click to see Invitee, Room and Resource availability](#)

Description

Contact details - [REDACTED] - [REDACTED]

Provider Development Documents - Unformatted Document

"Re: Fw: Opportunities for retiring CEO of Novant Health"

File Reference: WRK/001/034 Vol 2

File Title: Working Files - Provider Development - Ian Dalton sent

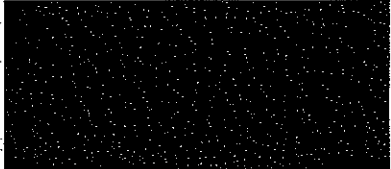
Filed by: [redacted] on 02/05/2011 at 22:26

Created by: [redacted] on 21/04/2011 at 10:42

Recipients: [redacted] (SendTo, CopyTo & BlindCopyTo if applicable)

Document Security:

Who can read?



Ian Dalton/OIS/DOH

Sent by: [redacted]

21/04/2011 10:42

To [redacted]

cc

bcc

Subject Re: Fw: Opportunities for retiring CEO of Novant Health
7D1D5CAB6DC8A4A08025787100510E4E



Both Ian Dalton and Matthew Kershaw have seen the attached and have asked me to pass on the following message:

We will be advertising for a non-executive Director of the NHS Trust Development Authority, though not until July 2011. If you would like for Matthew to speak with Paul, please feel free to contact me.



[redacted]@mckinsey.com

[redacted]@mckinse

y.com

13/04/2011 15:45

To Ian Dalton/OIS/DOH@DOH

cc

Subject Fw: Opportunities for retiring CEO of Novant Health

Hi Ian -- are you interested in oppys like that for Provider Agency / is there an advisory board?

[REDACTED] | McKinsey & Company | 1 Jermyn Street, London SW1Y 4UH | Tel:

[REDACTED] E-mail: [REDACTED]

----- Forwarded by [REDACTED] on 13/04/2011 15:41 -----

From: [REDACTED] MCKINSEY
To: [REDACTED]@mckinsey.com> [REDACTED] MCKINSEY, [REDACTED]
[REDACTED] MCKINSEY [REDACTED] MCKINSEY
Date: 13/04/2011 15:03
Subject: Opportunities for retiring CEO of Novant Health

[REDACTED]
[REDACTED] a long time client and friend, is retiring toward end of the year. He's led Novant Health for nearly 30 years, is well respected in the community, and looking for some brain activities post retirement

Ideally this would be on 2-3 boards or advisory roles. Could be national or international for folks looking at US provider market

He is a level headed, practical leader with deep experience to draw upon

Thanks

[REDACTED]

Sent from my BlackBerry Wireless Handheld

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[Redacted]@mckinsey.co To Ian Dalton/OIS/DOH@DOH
 m cc
 Sent by: [Redacted]@mckinsey.c bcc
 om Subject Our meeting on 9th May
 06/05/2011 08:01

History: This message has been forwarded.

Ian,

Hope all's well. [Redacted] and I are due to come and see you on Monday 9th May. This arises from that brief chat you and I had about potential organisation design options for the TDA. We got a request from your office for an agenda and any materials but actually we were rather planning to listen to you and then just have an open discussion. Does that work for you?

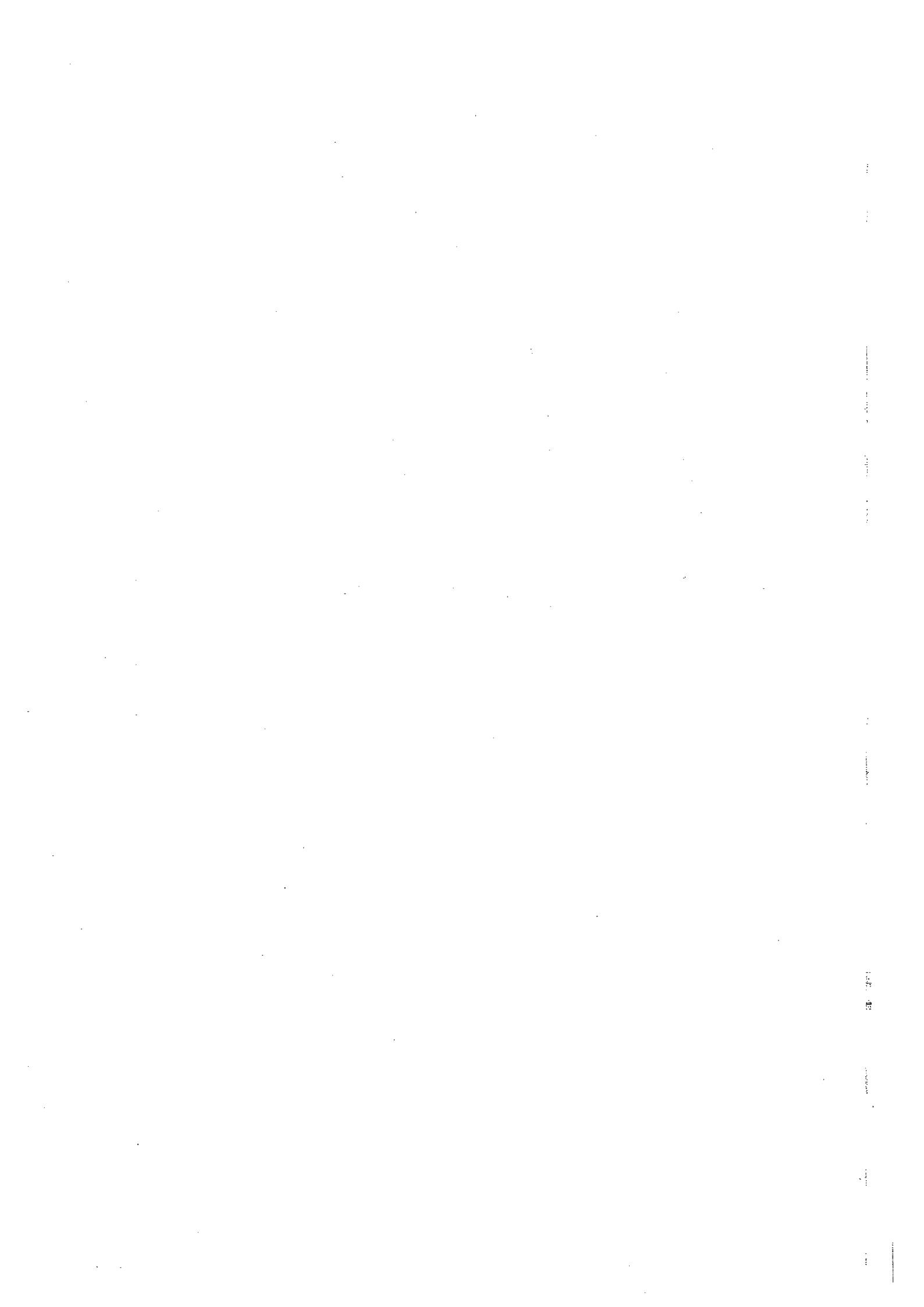
Best,

[Redacted]


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Calendar Entry
Meeting

- Notify me 
- Mark Private Pencil In

Subject Coaching session with [redacted] - McKinsey

Chair Ian Dalton/OIS/DOH

When Starts Mon 09/05/2011 16:00
Ends Mon 09/05/2011 17:00 1 hour
 Specify a different time zone

Where Location RH 211
Reserved No rooms or resources have been reserved

Invitees Invited No invitees have been invited

Categorize

Scheduler  [Click to see Invitee, Room and Resource availability](#)

Description

Contact details - [redacted]

Chase [redacted] for more details.

Provider Development Documents - Unformatted Document

"A message from [REDACTED]"

File Reference: WRK/001/001 Vol 10

File Title: Working Files - Provider Development - Submissions and Comments

Filed by: [REDACTED] on 07/06/2011 at 22:21

Created by: [REDACTED] on 27/05/2011 at 16:43

Document Security:

Who can read? All readers of this document database

[REDACTED]@mckinsey.co To
m cc
Sent by: [REDACTED]@mckinsey.c bcc
om
Subject: A message from [REDACTED]
27/05/2011 16:57

(Embedded image moved to file: pic28253.gif)

Friends,

This is the latest of my occasional e-mails to people I believe have a passion for leading and enabling change in organisations. This time, I'm delighted to let you know that the book my colleague, [REDACTED] and I have been working on will soon be published.

(Embedded image moved to file: pic06868.gif)

Beyond Performance: How great organisations build ultimate competitive advantage distils more than a decade of client work and research into a new perspective on how organisations can thrive in the long term by building and maintaining their organisational health.

Only a third of organisations that achieve excellence are able to maintain it over decades. Even fewer manage to implement successful transformation programs. In our book, [REDACTED] and I describe a powerful way to link performance with underlying health, and offer practical tools any organisation can use to achieve superior levels of both.

I've attached the first chapter. You can find out much more, including where you can get the book, here: www.mckinsey.com/beyondperformance and http://800ceoread.com/book/show/9781118024621-Beyond_Performance

If for any reason you would prefer not to receive these occasional e-mails

from me, please just reply to this e-mail.

Equally, if you have a colleague who would like to receive these e-mails, please just reply with their contact details and I would be glad to add them to the distribution list.




Very best wishes,



(See attached file: Chapter 1.pdf)

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Building a healthy organization: A conversation between

_____ and _____

The renewal challenge

It seems to me that we have the dubious privilege of living through a master class in change management. Most of the organizations I know—public sector, private sector—they've simply run out of road of how far the existing model can take them.

I think it's fair to say that over the last 20 years or so, competitive advantage was derived by inventing the new thing—by coming up with the bigger, better, faster, better. Now the ability of new entrants to attack that on a monoline play coming from left field is well known.

So the real question for sustainable profit generation, value generation, is the ability to create that reinvention capability. And most leaders I know struggle deeply with that.

I think you're absolutely right, _____ in that most of what we have in our management systems and our processes are there to perpetuate what we're already doing.

It's such an interesting problem, because it hasn't been cracked. And so this is not about finding somebody else's best practice; this is about really thinking through what do we do where we are today in our company.

Yeah, I think we're in an interesting time in most developed economies around this. In that most state budgets are tighter than they've ever been, probably will be for the next few years, and yet if you would look at the nature of what is the mandate of an organization or the purpose of an organization, I think we've too easily adopted the shorthand that shareholder value is a great proxy for an organization.

Extraordinary accomplishment almost always comes in service to some extraordinary goal. And I think organizations, public and private—they can lose that over a period of time.

from me, please just reply to this e-mail.

Equally, if you have a colleague who would like to receive these e-mails, please just reply with their contact details and I would be glad to add them to the distribution list.




Very best wishes,



(See attached file: Chapter 1.pdf)

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What is health?

Let me try and articulate the core logic behind the research, really two very simple things: One is when you look at long-term performance of institutions (most easily tracked in the private sector, listed entity, but absolutely the same in the public sector as well), the long-term performance of organizations is enhanced if they have in addition to a focus on performance, they have a long-term, sustained, deep, and authentic focus on building what we call the underlying health of the organization. It's not a "nice to have," it's not an optional extra; it turns into the money. Without a focus on health, performance doesn't occur. The organizations that we looked at—and we looked at over 200 cases here—that had managed to, in addition to focusing on performance, had also focused on health outperformed those that didn't.

The second proposition, though, is that in general, we just don't do that. We don't do it anywhere near enough. It's merely lip service in most organizations. And there is a set of principles and approaches which the best organizations have managed to use which will bring the same degree of rigor and robustness to the development of health as to the development of performance.

In no way does our research suggest that abandoning a focus on performance and shifting it 180 degrees to health is going to make everything hunky-dory.

And some management teams are able to do both. They're able to embrace performance and health. If we just think about it mathematically, that proportion of share price which is explained by future expectations of future earnings has been going up consistently every five years or so for the last 50 years. And I have no doubt it will continue to go up; it will probably go up exponentially. So this hypothesis we're suggesting here is not a radical departure from the flow of business ideas over the last 50 years, but it would be radical if it was implemented.

And that's, to me, the real strategic question that leaders have to answer, [it's] not "Can I deliver this month's earnings or this quarter's earnings?"—goodness knows that's difficult enough. But in addition to that, do we, are we, conferring genuine competitive advantage?

In the past, we thought there was a trade-off between "deliver the numbers, do it now"—the alignment, control, discipline, execution—and creativity, experimentation, innovation, and renewal. Most CEOs, I think, felt very much trapped between those two things.

And yet when you can transcend those trade-offs, you think about what happened in the automobile industry—the pioneers who figured out how to give us both quality and low cost—that was a winning proposition. And I think that's where we are now with management.

So let's focus for a minute on what is health, what is a healthy organization. An analogy I use there is rather like human health. If you think of an Olympian athlete—think of a boxer, a runner, and a swimmer. If they're in the Olympics, they're all healthy, they all have their individual pattern of health, but they're certainly very different, and their training and dietary regimes are completely different. But there are some core capacities that we would argue are central and common across all those different types of organizations. There are three categories of health that we talk about, which is the ability to renew, the ability to get deep alignment, and the ability to execute.

So is the organization deeply aligned on its purpose? Now, some organizations have a kind of in-built advantage. You know, if you're in the health care business or the pharmaceutical business, you're in a business of life and death—perhaps easier to align. But every organization can find alignment. Every organization can find alignment behind serving its customers, and yet only the minority do so.

The second is around ability to execute. So it's essentially the change engine, the capabilities of the organization to get stuff done.

And the third one, which you have written and talked much about, is the capacity for renewal, the corporate metabolic rate of the organization. Are you moving as fast as the rate of change in the external marketplace demands?

You know, I think all of those things are absolutely fundamental and key. I guess I would argue that, at least at the organizations that I know, probably the renewal thing is almost the hardest for them.

Let me give you a couple of examples. I think, a lot of times, the way companies approach their strategic planning is a point of view about the industry—where value is created, who the customer is, how it's segmented—that really is probably five or ten years out-of-date.

So as you start to look at every one of these processes, you can ask yourself, "Are these things that help us become more creative, more experimental, more innovative, try more things? Or are we simply kind of doing what we've always done?" So only with that kind of introspection, I think, do you find the things that challenge people to think differently.

Building health

When we looked at this challenge of how do the winners differentiate themselves from the losers by building health for long-term sustainable competitive advantage, the notion of introspection was actually front and center. Although each of the winners went about their challenge of building capacity and health and capability for renewal in a different way, there were some common themes to it. And one way I think about that is to just think about five stages or five mental models that they adopted in order to deal with that challenge. And the first two have introspection at their core.

The first one I use is of somebody holding up a mirror. If an individual wants to become more healthy, it's probably a good idea if they start off with some kind of assessment of their health. The same is true for an organization. And models of health need to fit with the strategic aspirations of the organization.

The second thing that the winners seemed to do was to become deeply introspective around what I call the liberating and limiting mind-sets. So a liberating mind-set is a mind-set which allows the potential of the organization to be unleashed. A limiting mind-set is not necessarily a bad person thinking a bad thing, it's a belief structured around what's happening in the industry and what the organization is capable of that limits its potential.

And the third thing—and I would say that this was the thing that we found which was most different between the winners and the losers in managing health—was the winners turned good aspirations and lofty thoughts into concrete plans. So when you talk about looking at the HR processes, looking at the financial processes or the strategy processes, most leaders are dissatisfied with those, and yet if you go back a year later, they're still dissatisfied with those. And the winners found a way of actually cracking into those and making a practical difference in creating the conditions for health to arise.

The fourth frame was around energy. And I was really intrigued here. When we looked at the organizations that had sustainably built health, they'd gone about that process with some elements of what you might think of as military precision: central control, program offices, deadlines, milestones, disciplines, and rigor. And that seemed to be table stakes; that has to be in place, otherwise the change just won't happen. But that wasn't what differentiated them. What really made the difference was the degree to which the organization could unleash excitement.

The fifth frame, which kind of pervades all of them, we've already referred to in this conversation as leadership. There has been no successful attempt that I've observed to fundamentally change the nature of the health of the organization in pursuit of competitive advantage that has not involved a fundamental change in leadership. That comes in two forms, often combined. One is literally change the leaders. But the second one, which to me involves more potential, is how can you help leaders change without changing the leaders.

There's something, I think that is kind of at the core or fundamental to all of this, and that is a changed perception in terms of what leaders do. I think historically we just assumed that a leader was a leader because they had a certain amount of bureaucratic power and control and influence. And in a global organization, in a highly complex world, the amount of personal leverage you can get at the top simply by directing individual decisions, making hard calls, is extraordinarily limited.

A lot of leaders don't have the patience to get down in the weeds and think about those deep management systems and how they're either dispiriting people or helping them, how they're either perpetuating the past or changing it. But you have to be willing to get down there and do that. I kind of call it being an inspired plumber. Why? Because if you don't change the plumbing, nothing else is going to happen.

One of the tests that I often ask leaders I work with to do, and I would ask anyone watching this video to do, is to just imagine the total amount of energy of the top 100 leaders in the organization and to divide that into two chunks: that part of it which is focused on the primary purpose or mission or aspiration of the organization, and that part of it which is focused on feeding the beast, on making the mechanics work, on making the logistics of the organization work.

And it's just anecdotal, but I've probably asked 30 or 40 organizations that, and on average, I guess, I get answered that about 40 percent of the energy goes into feeding the beast, making the hierarchy work, putting in place the control processes, rather than making a fundamental difference to the achievement of the purpose of the organization. That seems to me to be too big. And most leaders that I work with would suggest that, in a way, their role is to let go, is to disempower the beast in order to empower the leaders within it.

I think that it is often the case that we separate these kinds of paradoxical challenges and we treat them as mutually exclusive. If you can't find the time to do this, it says to me the organization's way too much dependent on you as a leader. You haven't developed people who can run the show, do other things. Because if there's one thing that a leader should be worrying about, it's this.


I actually believe that if you want to reinvent the core management processes and systems in your company in a way that makes this organization more adaptable, more innovative, whatever it may be, you need to open up a company-wide conversation. Right?

One company I know—I won't mention them, but it's a software company—and a couple of years ago, they went through a very difficult patch and were way late in releasing a particular product to market. And somebody was writing an online blog—I think an employee, because [it was] a lot of inside information. And it was a very critical, hard-hitting blog about why this company had screwed up and we need to fire the leadership team. What was interesting to me was, over the next week, 500 people wrote thoughtful kinds of contributions on that blog, and you could tell most of them worked for this company. And they loved the company, and they were as frustrated as anybody about this delay. And they had very practical explanations of why it happened, what needed to change.

And I read through that, and I thought, "You know what, that is as good a piece of organizational diagnosis as I've ever seen." And all of that knowledge was sitting in this organization, waiting to be exploited, and clearly wasn't. So, for a leader that wants to make this kind of a difference, there are a lot of people in your organization that are going to be only too eager to help because they want to work for healthy organizations.



Calendar Entry
Meeting

Notify me 
 Mark Private Pencil In

Subject McKinsey Hospital Institute Dinner and Debate

Chair Ian Dalton/OIS/DOH

When Starts: Wed 08/06/2011 18:00
Ends: Wed 08/06/2011 21:00 3 hours
 Specify a different time zone

Where Location: Saltmarsh Rooms, King College, Cambridge
Reserved: No rooms or resources have been reserved

Invitees Invited: No invitees have been invited

Categorize

Scheduler  Click to see invitee, Room and Resource availability

Description



Cambridge MHI Dinner Attendees.msw

Dear [redacted]

Thank you so much for getting back to me today and with such wonderful news, [redacted] and the rest of the MHI team are delighted Ian would like to join us in Cambridge on 8th June.

The dinner will be held in the Saltmarsh Rooms, King's College, Cambridge and the evening will begin at 6.00pm with drinks, dinner to start at 6.45pm. Ian will be invited to speak for 10-15 minutes after dinner and the evening will close at 9.30pm.

Please do let me know if Ian will require overnight accommodation and/or assistance with travel arrangements.

My colleague [redacted] will be in touch with you nearer the time of the event with briefing material but should you require anything further from us in the meantime do not hesitate to contact me.

We of course appreciate that Ian may have to pull out if urgent business arises but, barring such intervention, we look forward to greeting him on 8th June.

With thanks and kind regards, [redacted]

[redacted]
ZPB Associates

Tel.: [redacted]

Email: [redacted]

Dear Ian

Invitation to speak at the McKinsey Hospital Institute Dinner and Debate

Following our correspondence last year, I am writing to let you know about the next in the series of our McKinsey Hospital Institute dinners which take place on the following dates:

- Thursday 12th May, Yorkshire and Humber region to be held in Leeds.

- Tuesday 24th May, North East region to be held in Newcastle.
- Wednesday 8th June, East of England region to be held in Cambridge

The dinners provide an informal opportunity for Chief Executives, Medical Directors and Finance Directors from acute hospital trusts to focus on the dual challenges of increasing quality and productivity and making savings.

Our aim is for the dinners to have a relaxed atmosphere, and as our guest speaker we would encourage you to question and challenge our guests to engage in a lively debate. We would like to invite you to give your perspective on the Health Bill perhaps focussing specifically on the challenges to acute hospitals and the best route to overcoming these. Discussion led by our guests at our recent events has included debates about mergers, takeovers, the hospital failure regime, and a perspective of what makes a good hospital great.

You are invited to speak for 10-15 minutes and we will provide a chair person from McKinsey to ensure there is active debate. I hope you will be able to join us at 6pm for drinks, with dinner starting at 6.45pm. We will provide you with overnight accommodation and would be able to assist with travel arrangements.

I am sure our dinner guests would appreciate your perspective on the issues and I very much hope you will be able to take part. If you would like further details regarding arrangements for the dinner my assistant, [REDACTED] will be able to help and she can be reached at [REDACTED] or [REDACTED]. Please let us know if any of these dates would be convenient.

We look forward to hearing from you.

Yours sincerely

[REDACTED]

