

NHS Improvement Programme

Programme Turnaround | System Transformation | Lead – Dr Femi Sunmonu

CONTEXT

Sector	Country	Scale	Commissioner	Engagement
Public Healthcare / Primary Care	United Kingdom (NE London)	286 GP practices; 2M patients	NHS Integrated Care Board	Programme Director (turnaround)

ORGANISATION'S SITUATION

An Integrated Care Board is a regional partnership of NHS organizations, local authorities, and other health and social care providers that jointly plan, commission, and deliver services across primary, acute, community, and social care for populations typically exceeding several hundred thousand to over a million people. In NE London, an ICB quality improvement programme had drifted into a low-visibility, low-impact administrative function. It was failing to align itself with the ICB's transformation portfolio, operating with unclear governance, had a high dependence on external consultants, and was unable to deliver on a strategy for embedding quality improvement at scale. The risk was programme closure and the loss of a system-level improvement capability serving 2 million patients and 286 practices. The secondary risk: significant sunk cost with no demonstrable return.

INTERVENTIONS

- **Operating model restructuring.** Redesigned roles and reporting lines to create clarity and accountability. Internalised QI capability that had been outsourced to external consultants, reducing ongoing costs and building sustainable in-house expertise.
- **Strategic repositioning.** Repositioned programme from an administrative function to a system-aligned transformation partner, re-establishing its relevance and strategic fit within the ICB's portfolio, and becoming the primary enabler of Regional Integrated Network improvement initiatives.
- **System-level improvement initiative.** Directed a structured, data-driven improvement initiative across primary care that identified approximately £550k in efficiency savings.
- **Stakeholder integration.** Built active coordination with commissioning bodies, Digital First, Integrated Care Boards, and NHS England – converting a siloed programme into a connected system player.

RESULTS – BASELINE → ENDPOINT

Metric	Baseline	Endpoint
Programme status	Low visibility; at risk of closure	System-aligned transformation partner
Efficiency savings identified	£0 measured	£550k identified across primary care
Consultant dependency	High (external spend)	Reduced – in-house capability built

Timeframe: November 2023 – 2026