

[REDACTED]

From: [REDACTED]@mckinsey.com
Sent: 01 April 2010 01:01
To: Adrian Masters; Toby Lambert; [REDACTED]@mckinsey.com; [REDACTED]
Subject: NHS productivity
Attachments: [REDACTED]@external.mckinsey.com
100324 ONS press release on NHS productivity decline.pdf

Interesting figures from ONS showing that productivity has fallen by 3 per cent, or 0.4 per cent a year on average, 2001-2008.
It does not split out productivity changes for the acute sector but indicates the scale of the challenge to turn around hospitals in coming years.

[REDACTED]
McKinsey & Company
[REDACTED]

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Change in Healthcare productivity, 1995 to 2008



Date: 24 March 2010

Coverage: United Kingdom **Theme:** Government

The productivity of publicly funded healthcare in the UK fell by 3.3 per cent between 1995 and 2008, or 0.3 per cent a year on average, according to new figures published today by the Office for National Statistics.

This was because between 1995 and 2008, healthcare output grew by 69 per cent overall, averaging 4.1 per cent growth a year. By contrast, healthcare inputs grew by 75 per cent, averaging 4.4 per cent growth a year.

From 1995 to 2001, productivity was broadly stable as output and inputs grew at a similar pace. However, from 2001 to 2008 productivity declined by 3.0 per cent overall, or 0.4 per cent a year on average. This was because inputs grew more quickly than output in all of these years except 2005 and 2006.

Between 1995 and 2008 the volume of goods and services inputs – which includes clinical supplies and utility costs – increased by just over 140 per cent, including those purchased by hospitals and those used in GP surgeries. It also includes healthcare purchased from outside the NHS.

In addition, the volume of labour inputs – which includes doctors, nurses and support staff – increased by around 40 per cent, with especially high growth between 2000 and 2004.

Between 1995 and 2008 the quantity of hospital and community health services – which includes operations and outpatient consultations – increased by around 40 per cent. There was also a more than threefold increase in the volume of GP-prescribed drugs and improvements in healthcare quality in every year since 2002.

Productivity in 2008 is estimated to have fallen by 0.7 per cent, compared with a fall of 0.3 per cent in 2007.

Background Notes

1. Changes in productivity in publicly funded healthcare are calculated by taking publicly funded healthcare output and dividing by publicly funded healthcare inputs.
 2. Output is measured by adding together the quantities of underlying activities, such as hospital procedures, using cost weights, and adjusting for quality.
 3. Inputs include all labour inputs, differentiated by type, but also inputs of goods and services such as energy, bedding and bandages as well as capital inputs.
 4. As well as using new data for 2008, estimates for earlier years have also been updated. Changes include the inclusion for the first time of data for Wales, improvements to the methods used to calculate inputs and output, including more accurate deflators and revised cost weights and revisions to historical source data.
 5. Two papers supporting the main analysis are being published today: Public Service Output, Input and Productivity: Healthcare - Extended Analysis, and Public Service Output, Input and Productivity: Healthcare Triangulation, respectively available at:
www.statistics.gov.uk/CCI/article.asp?ID=2383
www.statistics.gov.uk/CCI/article.asp?ID=2384
 6. Improving the method used to calculate the volume of healthcare inputs, published 2nd February, is available at: <http://www.statistics.gov.uk/cci/article.asp?ID=2354>
 7. In June 2009 an article Total Public Service Output and Productivity presented estimates for all public services collectively for the first time since 2003. This included healthcare productivity for 1997-2007 and is available from:
www.statistics.gov.uk/cci/article.asp?ID=2212
 8. Further information on the UK Centre for Measuring Government Activity (UKCeMGA) is available from: www.ons.gov.uk/about-statistics/ukcemga/index.html
 9. UKCeMGA was formed in July 2005 to develop and take forward the work needed to respond to by the recommendations in the Atkinson Review Final Report, Measurement of Government Output and Productivity for the National Accounts (2005), available from:
www.ons.gov.uk/external-links/about-statistics/atkinson-final-report.html
 10. Details of the policy governing the release of new data are available from the media office.
 11. National Statistics are produced to high professional standards set out in the Code of Practice for Official Statistics. They undergo regular quality assurance reviews to ensure that they meet customer needs. They are produced free from any political interference.
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Issued by: Office for National Statistics, Government Buildings, Cardiff Road, Newport NP10 8XG

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Tel **Richard Wild 01633 456379**
E-mail **Richard.wild@ONS.gsi.gov.uk**

Website:

www.ons.gov.uk

[REDACTED]

From: [REDACTED]@mckinsey.com
Sent: 01 April 2010 00:48
To: [REDACTED]
Cc: Adrian Masters
Subject: RE: Billing this financial year

[REDACTED], thanks. We will go ahead and put the bill together now then.

Best,
[REDACTED]

[REDACTED]
McKinsey & Company
[REDACTED]

From: [REDACTED]
To: [REDACTED]
Date: 31/03/2010 11:06
Subject: RE: Billing this financial year
Sent by: [REDACTED]

Hi [REDACTED]


As per your conversation with Adrian he'd like you to bill for all work completed up to 31 March this year.

Many thanks,
[REDACTED]

Monitor - Independent Regulator of NHS Foundation Trusts

[REDACTED] | www.monitor-nhsft.gov.uk
4 Matthew Parker Street, London, SW1H 9NP

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From: [REDACTED]@mckinsey.com [REDACTED]@mckinsey.com]
Sent: 31 March 2010 09:46
To: Adrian Masters
Cc: [REDACTED]
Subject: RE: Billing this financial year

10:30 is perfect. Would you like me to call Adrian then or would he prefer to call me? If so my number is [REDACTED]

Best,
[REDACTED]

McKinsey & Company
[REDACTED]

From: [REDACTED]
To: [REDACTED]
Date: 31/03/2010 09:37
Subject: RE: Billing this financial year
Sent by: [REDACTED]

Hi [REDACTED], would you be free at 10.30 for a call?

thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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

From: [REDACTED] [REDACTED]
Sent: 30 March 2010 17:40
To: Adrian Masters
Subject: Billing this financial year

Adrian, I just received [REDACTED] message that you wanted to talk this through. Please call me anytime this afternoon at [REDACTED] or let me know when I can call you.

Best,
[REDACTED]

McKinsey & Company
[REDACTED]

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[REDACTED]

From: [REDACTED]
Sent: 06 April 2010 09:49
To: [REDACTED]@mckinsey.com
Subject: RE: Time with Adrian Friday 3.30 onwards

Importance: High

Your 10-11 meeting is going to be in Lincoln.


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 06 April 2010 09:14
To: [REDACTED]
Subject: Fw: Time with Adrian Friday 3.30 onwards

[REDACTED]

While we're trying to reschedule this time on Friday with Adrian & [REDACTED] can you please **cancel the 12-1.30 time in Adrian's diary today.**

Thanks,
[REDACTED]

[REDACTED]
Phone [REDACTED]
Mobile [REDACTED]
Fax [REDACTED]

----- Forwarded by [REDACTED] on Friday, 6 April 2010 08:54 -----

From: [REDACTED]
To: [REDACTED]
Cc: [REDACTED]
Date: 06/04/2010 08:54
Subject: Time with Adrian Friday 3.30 onwards

Hi [REDACTED]

Hope you had a nice Easter.

Can we reschedule time with Adrian currently in the diary for 12-1.30 today please, and move to after 3.30 on Friday?
I'm keen [REDACTED] is able to join, and he's away most of this week.

We also have time 10-11 this morning with Adrian & [REDACTED] - this wouldn't be effected.

Thanks

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

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[REDACTED]

From: [REDACTED]
Sent: 07 April 2010 10:06
To: [REDACTED]@mckinsey.com'
Subject: Steering group - Tues 13th at 4pm

Hi [REDACTED]

It's fine for [REDACTED] to join by phone next week. There will be a speaker phone in the room so best for us to call [REDACTED] - will he be on his mobile?


Thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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[REDACTED]

From: [REDACTED]@mckinsey.com
Sent: 08 April 2010 12:30
To: [REDACTED]
Cc: [REDACTED]; Adrian Masters; [REDACTED]
[REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com;
[REDACTED]@mckinsey.com
Subject: Agenda for Kate and Carolyn's induction 13-14 April

Dear [REDACTED], we are very much looking forward to helping with [REDACTED] and [REDACTED] induction next week. Please ask them to come to our offices on 1 Jermyn Street on Tuesday morning 9am where I will meet them at the reception. Below proposed agenda for the two days:

Time	Topics	Who leads from our side
13 April		
09:00-11:00	Introduction and history of Monitor	([REDACTED])
11:00-12:30	SLR/SLM	([REDACTED])
12:30-13:00	Lunch	
13:00-14:30	Quality	([REDACTED])
14:30-15:30	Patient experience	([REDACTED])
15:30-17:00	FT segmentation and pipeline	([REDACTED])
14 April		
09:00-10:30	Improvement networks	[REDACTED]
10:30-12:00	Information technology	[REDACTED]
12:00-13:00	Lunch	
13:00-15:00	Quality agenda	[REDACTED]
15:00-17:00	Next steps	([REDACTED])

We could also organise a dinner on the 13th if [REDACTED] and [REDACTED] have time.

Any feedback or questions, please give me a call: [REDACTED]

Best regards,

[REDACTED]

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To: [REDACTED]
Cc: [REDACTED]
Date: 08/04/2010 09:44
Subject: RE: Monitor Meetings (through to June 2010)

Thanks [REDACTED]

No worries. I can't do in April, so let's just cancel the remaining time with [REDACTED] and noted on [REDACTED]

Thanks,

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

 Please consider the environment before printing this communication.

From: [REDACTED]
To: [REDACTED]
Cc: [REDACTED]
Date: 08/04/2010 09:36
Subject: RE: Monitor Meetings (through to June 2010)

[REDACTED], my apologies – [REDACTED] also manages his own diary and appears to have deleted the meeting when he booked leave - I should have realised and cancelled with you, sorry for the oversight.

[REDACTED] is going to be leaving at the end of April so we need to cancel May 13th. Would 20th April anytime after 12.00 or 21st April – 15.00-16.00 work at all?

All other meetings are fine, except the lunch with Toby on 21st April became drinks from 6.30


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 08 April 2010 09:26
To: [REDACTED]

Cc: [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com
Subject: Fw: Monitor Meetings (through to June 2010)

Ladies,

Can we please reconfirm the remaining calls thru June 2010?

Meetings with [REDACTED]

8 April 9:00-10:00 w/[REDACTED] and [REDACTED]
13 May 9:00-10:00 w/[REDACTED] and [REDACTED]

Meetings with Adrian Masters

4 May 12:00-13:00 w/[REDACTED], [REDACTED] and [REDACTED]
17 June 12:00-13:00 w/[REDACTED], [REDACTED] and [REDACTED]

Meetings with Toby Lambert

21 April 12:30-14:30 Lunch w/[REDACTED]s and [REDACTED]

Meetings with Stephen Hay

6 May 15:00-16:00 w/[REDACTED] and [REDACTED]
16 June 15:00-16:00 w/[REDACTED] and [REDACTED]

Many thanks,

[REDACTED]
McKinsey & Company
11 Jermyn Street, London, SW1Y 4UH – United Kingdom
[REDACTED] | [REDACTED]
[REDACTED] | [REDACTED]

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----- Forwarded by [REDACTED] -----

From: [REDACTED]
To: [REDACTED]
Cc: [REDACTED]
Date: 08/02/2010 16:23
Subject: Monitor Meetings (through to June 2010)

Ladies,

As per our telecon, I can confirm the following meetings:

Meetings with Sonia Brown

18 Feb 13:00-13:30 Catch up and proposal de-brief w/[REDACTED]
30 Mar 12:30-14:30 Lunch w/[REDACTED]

Meetings with Robert Harris

18 Feb 11:00-13:00 w/[REDACTED]
11 Mar 9:00-10:00 w/[REDACTED]
8 April 9:00-10:00 w/[REDACTED]
13 May 9:00-10:00 w/[REDACTED]

Meetings with Adrian Masters

25 Feb	13:00-14:00	w/ [REDACTED]
30 Mar	11:30-12:30	w/ [REDACTED]
4 May	12:00-13:00	w/ [REDACTED]
17 June	12:00-13:00	w/ [REDACTED]

Meetings with Toby Lambert

25 Feb	12:00-13:00	[REDACTED]
21 April	12:30-14:30	Lunch w/ [REDACTED]

Meetings with Stephen Hay

25 Feb	11:00-12:00	[REDACTED]
30 Mar	15:00-16:00	[REDACTED]
6 May	15:00-16:00	[REDACTED]
16 June	15:00-16:00	[REDACTED]

Many thanks for your help

[REDACTED]
 McKinsey & Company
 1 Jermyn Street, London, SW1Y 4UH - United Kingdom
 [REDACTED]
 [REDACTED]

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[REDACTED]

From: [REDACTED]
Sent: 08 April 2010 14:22
To: [REDACTED]@ckinsey.com
Subject: dinner 31st March

Hi [REDACTED], please could you confirm where dinner was held and a rough estimate on cost for Adrian so I can declare on hospitality register.


Many thanks,
[REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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[REDACTED]

From: [REDACTED]
Sent: 09 April 2010 16:53
To: [REDACTED]@mckinsey.com'
Cc: [REDACTED]; [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com
Subject: RE: Time with Adrian, Stephen and David

Hoping for 15th April at 2pm, will confirm on Monday.


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 09 April 2010 12:01
To: [REDACTED]
Cc: [REDACTED]; [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com
Subject: RE: Time with Adrian, Stephen and David

Hi [REDACTED],

David's asked for a briefing before the next board meeting, so the two meetings would need to be sooner. Is there any flexibility to get 1hr in the next couple of weeks?

Thanks

[REDACTED]
Phone [REDACTED]
Mobile [REDACTED]
Fax [REDACTED]

From: [REDACTED] <[REDACTED]@mckinsey.com>
To: [REDACTED]; [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com
Cc: [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com
Date: 08/04/2010 16:59
Subject: RE: Time with Adrian, Stephen and David

Hi [REDACTED] diaries are tricky over next couple of weeks – can we go later, say into May? Also how long would meetings need to be for?


thanks

[REDACTED] PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 08 April 2010 15:48
To: [REDACTED]; [REDACTED]; [REDACTED]@mckinsey.com
Cc: [REDACTED]@mckinsey.com
Subject: Time with Adrian, Stephen and David

[REDACTED]

We are trying to set up times for two meetings in the next two weeks; one with Adrian, Stephen Hay and [REDACTED], the second with Adrian, David Bennett and [REDACTED]

Could you let [REDACTED] and me know options for these two please?

Thanks,

[REDACTED]
Phone +44 (0)20 7611 2000
Mobile [REDACTED]
Fax [REDACTED]

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[REDACTED]

From: [REDACTED]
Sent: 12 April 2010 17:11
To: [REDACTED]@mckinsey.com
Cc: [REDACTED]
Subject: Adrian phone call

Hi [REDACTED], sorry I've lost my voice today and can't really speak on the phone but Adrian is available now if you could call direct on 0207 340 2481


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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[REDACTED]

From: [REDACTED]@mckinsey.com
Sent: 12 April 2010 14:35
To: [REDACTED]; Toby Lambert
Cc: [REDACTED]@mckinsey.com
Subject: Meeting at 4pm today

Adrian, Toby,

We currently have time in your diaries 4pm today to discuss next steps on this work. We got a lot of input at the SteerCo regarding how to present the findings, and the options for solutions, so right now it feels like it would be most useful to work through this and come back to you later in the week.

Are you happy that we reschedule this time for Wed or Thr?

[REDACTED]
Phone [REDACTED]
Mobile + [REDACTED]
Fax [REDACTED]

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[REDACTED]

From: [REDACTED]@mckinsey.com
Sent: 13 April 2010 11:01
To: [REDACTED]@bigpond.net.au; [REDACTED]
Cc: [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com
Subject: English and Australian Delivery

Adrian and Tim,

This is a quick email to introduce the two of you.

Adrian - Tim is the former McK colleague I mentioned last week. He is now joining the Australian equivalent of the delivery unit, responsible for health

Tim - Adrian has quite a few war stories and perspectives to share from his days running health at the PMDU.

Kind Regards,

[REDACTED]

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[REDACTED]

From: [REDACTED]@mckinsey.com
Sent: 13 April 2010 11:01
To: [REDACTED]; Adrian Masters
Cc: [REDACTED]@mckinsey.com; [REDACTED]; [REDACTED]@mckinsey.com
Subject: English and Australian Delivery

Adrian and Tim,

This is a quick email to introduce the two of you.

Adrian - Tim is the former McK colleague I mentioned last week. He is now joining the Australian equivalent of the delivery unit, responsible for health

Tim - Adrian has quite a few war stories and perspectives to share from his days running health at the PMDU.

Kind Regards,

Jean

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To: "[REDACTED]@mckinsey.com" <[REDACTED]@mckinsey.com>, Toby Lambert <Toby.Lambert@monitor-nhsft.gov.uk>, [REDACTED]@monitor-nhsft.gov.uk>, [REDACTED]@mckinsey.com" [REDACTED]@mckinsey.com>, [REDACTED]@mckinsey.com" [REDACTED]@mckinsey.com>, [REDACTED]@mckinsey.com" [REDACTED]@mckinsey.com>, [REDACTED]@mckinsey.com" [REDACTED]@mckinsey.com>, [REDACTED]@mckinsey.com" [REDACTED]@mckinsey.com>, [REDACTED]@monitor-nhsft.gov.uk>


Subject: RE: RESCHEDULE - TODAY'S IS 6-8.15: Meetings this week

Hi [REDACTED]

All these times are fine except David is not going to be able to make Thursday 2-3pm. Unfortunately we can't find an hour that both Stephen and David can do in the next couple of weeks so can I suggest Thursday's meeting is just with Stephen, and a separate hour is scheduled with David next week – Mon 19th at 11am works for David if that's possible for you?

██████████ | PA to Adrian Masters and Strategy Team

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To: [REDACTED]; Toby Lambert; [REDACTED]; '[REDACTED]@mckinsey.com'; [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com

Subject: RESCHEDULE - TODAY'S IS 6-8.15: Meetings this week

- Tue **6-8.15pm** Adrian, Toby, [REDACTED]
- Thr 2-3pm David, Stephen, Adrian, Toby, [REDACTED]
- Thr 5.45-8pm Adrian, Toby, [REDACTED] ([REDACTED] to dial-in)

Fax [REDACTED]

Cc: [REDACTED]
[REDACTED] m'
[REDACTED] n>

Subject: Re: Meetings this week

H [REDACTED]

- Tue 5.30-8pm Adrian, Toby, Martin
- Thr 2-3pm David, Stephen, Adrian, Toby, [REDACTED]
- Thr 5.45-8pm Adrian, Toby, [REDACTED]

Thanks

Phone [REDACTED]
Mobile [REDACTED]
Fax +[REDACTED]

From: [REDACTED]
To: [REDACTED]
Cc: [REDACTED]
Date: 12/04/2010 16:39
Subject: Meetings this week

Hi [REDACTED]

16.30-18.00 on Thursday 15th is the only real option.

Am also still holding 14.00-15.00 on Thursday 15th for time with Stephen Hay and David Bennett – waiting for [REDACTED] to confirm on David's availability.


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

Monitor - Independent Regulator of NHS Foundation Trusts

[REDACTED] | www.monitor-nhsft.gov.uk
4 Matthew Parker Street, London, SW1H 9NP

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From: [REDACTED]@mckinsey.com [REDACTED]
Sent: 12 April 2010 16:13
To: [REDACTED]
Cc: [REDACTED]; [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com; Toby Lambert
Subject: Re: Agenda for [REDACTED] and [REDACTED] induction 13-14 April

[REDACTED], would it be possible for us to reschedule the meeting with Adrian and Toby we had today to later in the week? Would there be any times on Wednesday and Thursday that would work for Adrian? Please let us know and we will try to match with [REDACTED] and/or [REDACTED] availability this week.

[REDACTED]
McKinsey & Company

From: [REDACTED] [mailto:[REDACTED]@monitor-nhsft.gov.uk]
Sent: 04/12/2010 03:37 PM CET
To: [REDACTED]
Subject: RE: Agenda for [REDACTED] and [REDACTED] induction 13-14 April

Thanks [REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 12 April 2010 14:39
To: [REDACTED]
Cc: [REDACTED]@mckinsey.com
Subject: RE: Agenda for [REDACTED] and [REDACTED] induction 13-14 April

Rachel, no problem. I will sort. Thanks for letting me know.

[REDACTED]

[REDACTED]
McKinsey & Company
[REDACTED]

From: [REDACTED]
To: [REDACTED]
Cc: [REDACTED]
Date: 12/04/2010 14:31
Subject: RE: Agenda for [REDACTED] and [REDACTED] induction 13-14 April

Hi [REDACTED], are you able to get back to me on this so I can advise [REDACTED] as to whether she needs to bring her own lunch tomorrow? Sorry I can't pick up the phone to check as have totally lost my voice today and am only able to whisper!


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]
Sent: 12 April 2010 10:05
To: [REDACTED]@mckinsey.com
Subject: RE: Agenda for [REDACTED] and [REDACTED] induction 13-14 April

[REDACTED] is allergic to gluten, dairy and soya – are you able to cater for this or should she bring her own lunch?


Many thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]
Sent: 09 April 2010 16:11
To: [REDACTED]@mckinsey.com
Subject: RE: Agenda for [REDACTED] and [REDACTED] induction 13-14 April

[REDACTED] thanks for sending this through. Just to advise [REDACTED] is a celiac – so will have some dietary requirements which I will advise of when I meet her on Monday.


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [[mailto:\[REDACTED\]@mckinsey.com](mailto:[REDACTED]@mckinsey.com)]
Sent: 08 April 2010 12:30
To: [REDACTED]
Cc: [REDACTED]; [REDACTED]; Adrian Masters; [REDACTED]; [REDACTED]
[REDACTED]@mckinsey.com; [REDACTED]; [REDACTED]@mckinsey.com; [REDACTED]
[REDACTED]@mckinsey.com
Subject: Agenda for [REDACTED] and [REDACTED] induction 13-14 April

Dear [REDACTED], we are very much looking forward to helping with [REDACTED] and [REDACTED] induction next week. Please ask

them to come to our offices on 1 Jermyn Street on Tuesday morning 9am where I will meet them at the reception.
Below proposed agenda for the two days:

Time	Topics	Who leads from our side
13 April		
09:00-11:00	Introduction and history of Monitor	([redacted])
11:00-12:30	SLR/SLM	([redacted])
12:30-13:00	Lunch	
13:00-14:30	Quality	([redacted])
14:30-15:30	Patient experience	([redacted])
15:30-17:00	FT segmentation and pipeline	([redacted])
14 April		
09:00-10:30	Improvement networks	([redacted])
10:30-12:00	Information technology	([redacted])
12:00-13:00	Lunch	
13:00-15:00	Quality agenda	([redacted]) + ([redacted])
15:00-17:00	Next steps	([redacted]) + ([redacted])

We could also organise a dinner on the 13th if [redacted] and [redacted] have time.

Any feedback or questions, please give me a call: [redacted].

Best regards,

[redacted]

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=====+

Hi [REDACTED]

thanks

Hi [REDACTED],

Thanks

From: [REDACTED]
To: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

1

Thanks

[REDACTED]

[REDACTED]

Phone [REDACTED]

Mobile [REDACTED]

Fax # [REDACTED]

From: [REDACTED]

To: [REDACTED]

Cc: [REDACTED]

Date: 12/04/2010 16:39

Subject: Meetings this week

Hi [REDACTED]

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Sent: 12 April 2010 16:13

To: [REDACTED]

Cc: [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com; Toby Lambert

Subject: Re: Agenda for [REDACTED] and [REDACTED] induction 13-14 April

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[REDACTED]

[REDACTED]
McKinsey & Company
[REDACTED]

From: [REDACTED] [mailto:[REDACTED]@monitor-nhsft.gov.uk]
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To: [REDACTED]
Subject: RE: Agenda for [REDACTED] and [REDACTED] induction 13-14 April


Thanks [REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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[REDACTED], no problem. I will sort. Thanks for letting me know.

[REDACTED]

[REDACTED]
McKinsey & Company
Mob: [REDACTED]

From: [REDACTED] [mailto:[REDACTED]@monitor-nhsft.gov.uk]
To: [REDACTED] [mailto:[REDACTED]@mckinsey.com]; [REDACTED] [mailto:[REDACTED]@mckinsey.com]; [REDACTED] [mailto:[REDACTED]@mckinsey.com]
Cc: [REDACTED] [mailto:[REDACTED]@mckinsey.com]; [REDACTED] [mailto:[REDACTED]@mckinsey.com]
Date: 12/04/2010 14:31
Subject: RE: Agenda for Kate and Carolyn's induction 13-14 April

Hi [REDACTED], are you able to get back to me on this so I can advise [REDACTED] as to whether she needs to bring her own lunch tomorrow? Sorry I can't pick up the phone to check as have totally lost my voice today and am only able to whisper!


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[REDACTED] | PA to Adrian Masters and Strategy Team

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Subject: RE: Agenda for [REDACTED] and [REDACTED] induction 13-14 April

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thanks

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Sent: 08 April 2010 12:30
To: [REDACTED]
Cc: [REDACTED]; [REDACTED]; Adrian Masters; [REDACTED]; [REDACTED]
[REDACTED]@mckinsey.com; [REDACTED]; [REDACTED]@mckinsey.com; [REDACTED]
[REDACTED]@mckinsey.com
Subject: Agenda for [REDACTED] and [REDACTED] induction 13-14 April

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11:00-12:30	SLR/SLM	([REDACTED])
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13:00-14:30	Quality	([REDACTED])
14:30-15:30	Patient experience	([REDACTED])
15:30-17:00	FT segmentation and pipeline	([REDACTED])
14 April		
09:00-10:30	Improvement networks	([REDACTED])
10:30-12:00	Information technology	([REDACTED])
12:00-13:00	Lunch	
13:00-15:00	Quality agenda	([REDACTED]) + ([REDACTED])
15:00-17:00	Next steps	([REDACTED]) + ([REDACTED])

We could also organise a dinner on the 13th if [REDACTED] and [REDACTED] have time.

Any feedback or questions, please give me a call: [REDACTED].

Best regards,

[REDACTED]

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[REDACTED]

From: [REDACTED]
Sent: 16 April 2010 11:27
To: [REDACTED]@mckinsey.com
Subject: RE: Time with Adrian today


Thanks [REDACTED] should I invite Toby too?

[REDACTED] | PA to Adrian Masters and Strategy Team

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Direct Line [REDACTED] | www.monitor-nhsft.gov.uk
4 Matthew Parker Street, London, SW1H 9NP

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 16 April 2010 10:38
To: [REDACTED]
Subject: RE: Time with Adrian today

Hi [REDACTED],

Yes please - it will be [REDACTED] and me today, and subject is 'FT Pipeline'

Thanks

[REDACTED]
Phone +44 [REDACTED]
Mobile +44 [REDACTED]
Fax +44 207 [REDACTED]

From: [REDACTED] [mailto:[REDACTED]@monitor-nhsft.gov.uk]
To: [REDACTED] [mailto:[REDACTED]@mckinsey.com]
Date: 16/04/2010 10:25
Subject: RE: Time with Adrian today

Hi [REDACTED]


Adrian has a meeting at 3.30 but could do 4.30-5.30 if that's not too late for you?

thanks

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From: ██████████@mckinsey.com [mailto:██████████@mckinsey.com]

Sent: 16 April 2010 09:59

To: ██████████

Subject: Time with Adrian today

Hi ██████████

Are Adrian and Toby available for 1hr sometime after 3.30 today? Ideally finishing by 5, but I could move that back if necessary

He's asked for time to meet today in preparation for David Bennett meeting on Monday

██████████
Phone +44 ██████████

Mobile +44 ██████████

Fax +44 ██████████

From: "Richard Burdon" <Richard.Burdon@mckinsey.com>

To: "██████████@mckinsey.com" <██████████@mckinsey.com>

Date: 15/04/2010 12:47

Subject: RE: RESCHEDULE - TODAY'S IS 6-8.15: Meetings this week

Hi ██████████


That's fine – in diaries for Monday at 11am. Adrian can't make today's meeting at 2pm with Stephen but Toby will be there, and Adrian should be able to make Monday's meeting.

thanks

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Hi [REDACTED],

Thanks

[illegible]

Hi [REDACTED]

From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 13 April 2010 10:35
To: [REDACTED]; [REDACTED]; [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com
Subject: RESCHEDULE - TODAY'S IS 6-8.15: Meetings this week

- ~~_____~~

From: ~~XXXXXXXXXXXX@GMAIL.COM~~

To: ~~[REDACTED]~~

Cc: [REDACTED] -mailto:[REDACTED]

1. [REDACTED] 10/10/10

Date: 13/04/2010 10:11

Subject: Re: Meetings this week

Hi [REDACTED]

- Tue 5.30-8pm Adrian, Toby, [REDACTED]

- Thanks

From: [REDACTED]

To: "██████████ ██████████ m>

Cc: "~~Colin.Howard@makiney.com~~" <~~Colin.Howard@makiney.com~~>, "~~Colin.Howard@makiney.com~~" <~~Colin.Howard@makiney.com~~>, "~~Colin.Howard@makiney.com~~" <~~Colin.Howard@makiney.com~~>

~~CONFIDENTIAL~~

Date: 12/04/2010 16:39

Subject: Meetings this week

Hi [REDACTED]

16.30-18.00 on Thursday 15th is the only real option.

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[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]

Sent: 12 April 2010 16:13

To: [REDACTED]

Cc: [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com; Toby Lambert

Subject: Re: Agenda for [REDACTED] and [REDACTED] induction 13-14 April

[REDACTED] would it be possible for us to reschedule the meeting with Adrian and Toby we had today to later in the week? Would there be any times on Wednesday and Thursday that would work for Adrian? Please let us know and we will try to match with [REDACTED] and/or [REDACTED] availability this week.

[REDACTED]

[REDACTED]
McKinsey & Company

[REDACTED]

From: [REDACTED] [mailto:[REDACTED]@monitor-nhsft.gov.uk]

Sent: 04/12/2010 03:37 PM CET

To: [REDACTED]

Subject: RE: Agenda for [REDACTED] and [REDACTED] induction 13-14 April

Thanks [REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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[REDACTED], no problem. I will sort. Thanks for letting me know.

[REDACTED]

[REDACTED]
McKinsey & Company
Mob: +44 [REDACTED]

From: [REDACTED] [mailto:[REDACTED]@monitor-nhsft.gov.uk]
To: "Wendy M. Fijl" <[REDACTED]@mckinsey.com>; [REDACTED] <[REDACTED]@mckinsey.com>
Cc: "Wendy M. Fijl" <[REDACTED]@mckinsey.com>; [REDACTED] <[REDACTED]@mckinsey.com>
Date: 12/04/2010 14:31
Subject: RE: Agenda for [REDACTED] and [REDACTED]s induction 13-14 April

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
thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

Monitor - Independent Regulator of NHS Foundation Trusts

Direct Line [REDACTED] www.monitor-nhsft.gov.uk
4 Matthew Parker Street, London, SW1H 9NP

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From: [REDACTED]
Sent: 12 April 2010 10:05
To: [REDACTED]
Subject: RE: Agenda for [REDACTED] and [REDACTED] induction 13-14 April

[REDACTED] is allergic to gluten, dairy and soya – are you able to cater for this or should she bring her own lunch?

Many thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]
Sent: 09 April 2010 16:11
To: '[REDACTED]@mckinsey.com'
Subject: RE: Agenda for [REDACTED] and [REDACTED] induction 13-14 April

[REDACTED] thanks for sending this through. Just to advise [REDACTED] is a celiac – so will have some dietary requirements which I will advise of when I meet her on Monday.

thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 08 April 2010 12:30
To: [REDACTED]
Cc: [REDACTED]; [REDACTED]; Adrian Masters; [REDACTED]; [REDACTED]
[REDACTED]@mckinsey.com; [REDACTED]; [REDACTED]@mckinsey.com; [REDACTED]
[REDACTED]@mckinsey.com
Subject: Agenda for [REDACTED] and [REDACTED] induction 13-14 April

Dear [REDACTED], we are very much looking forward to helping with [REDACTED] and [REDACTED] induction next week. Please ask them to come to our offices on 1 Jermyn Street on Tuesday morning 9am where I will meet them at the reception. Below proposed agenda for the two days:

Time	Topics	Who leads from our side
13 April		
09:00-11:00	Introduction and history of Monitor	([REDACTED])
11:00-12:30	SLR/SLM	([REDACTED])
12:30-13:00	Lunch	
13:00-14:30	Quality	([REDACTED])
14:30-15:30	Patient experience	([REDACTED])
15:30-17:00	FT segmentation and pipeline	([REDACTED])
14 April		
09:00-10:30	Improvement networks	([REDACTED])
10:30-12:00	Information technology	([REDACTED])
12:00-13:00	Lunch	
13:00-15:00	Quality agenda	([REDACTED] + [REDACTED])
15:00-17:00	Next steps	([REDACTED] + [REDACTED])

We could also organise a dinner on the 13th if [REDACTED] and [REDACTED] have time.

Any feedback or questions, please give me a call [REDACTED].

Best regards,

[REDACTED]

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III


thanks

Richard Barrett | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 19 April 2010 12:36
To: [REDACTED]
Cc: [REDACTED]@mckinsey.com
Subject: Time with Adrian late on Tuesday

Hi [REDACTED]

Is there any chance that Adrian will be free for a two hour meeting late on Tuesday? I understand that the topic is - Monitor Workstream 3: Operational effectiveness.

██████████ can be free from 18.30. Is there any way the Adrian can also be free?

Kind regards

~~_____~~
~~_____~~

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 1 Jermyn Street, London, SW1Y 4UH

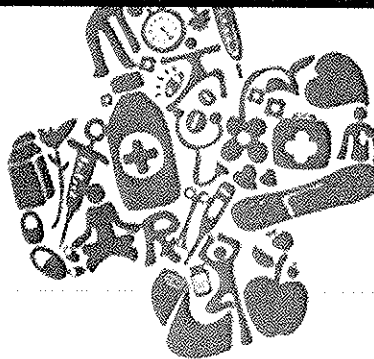
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From: [REDACTED]@mckinsey.com on behalf of [REDACTED]@mckinsey.com
Sent: 20 April 2010 18:55
To: [REDACTED]
Cc: [REDACTED]@mckinsey.com
Subject: London Healthcare Alumni Event - Thursday 17 June 2010 at 7.00pm
Attachments: ATT00001.jpg

McKinsey&Company

London Healthcare Practice Alumni event

Thursday 17th June 2010



Dear Adrian,

I am delighted to invite you to our London Healthcare Alumni Event on Thursday 17 June 2010. It will be held in our offices at 1 Jermyn Street and will include a talk on global trends in healthcare spend, as well as plenty of opportunity to reconnect with current and former McKinsey colleagues. The event will begin at 7.00pm with the talk by [REDACTED] and [REDACTED] scheduled for 7.30pm, followed by drinks and canapes.

Please indicate with a brief return e-mail to [REDACTED]@mckinsey.com whether you are likely to attend or not and whether you are interested in receiving future invitations from the Healthcare Practice.

We hope you will join us on the 17 June. If you have any queries, please contact [REDACTED] whose details are below.

Kind regards,

[REDACTED]

Please respond to:

[REDACTED]

T: +44 (0) [REDACTED]

E: [REDACTED]@mckinsey.com

[REDACTED] Director

McKinsey & Company | 1 Jermyn Street, London, SW1Y 4UH

[REDACTED]

[REDACTED]

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[REDACTED]

From: [REDACTED]
Sent: 22 April 2010 11:58
To: [REDACTED]@mckinsey.com
Subject: pipeline document for Toby and Adrian

Hi [REDACTED], any chance you can get this to me by 12.30?


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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[REDACTED]

From: [REDACTED]
Sent: 27 April 2010 10:25
To: [REDACTED]@mckinsey.com'
Cc: [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com;
[REDACTED]@mckinsey.com
Subject: RE: Meetings this week

Ok, meeting will be from 5.45 this evening. [REDACTED], is it for pipeline or workstream 3?


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 26 April 2010 13:31
To: [REDACTED]:
Cc: [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com
Subject: Meetings this week

Hi [REDACTED],

I hope you had a nice weekend?
We're looking to get 2 separate 2hr meetings with Adrian and [REDACTED] this week similar to last week.
Ideally these would be late on Tuesday and late on Thursday.

Could you let us know his availability, so Celia and Vanessa can check against Martin/Jean's diaries please?

Thanks,

[REDACTED]
Phone +44 [REDACTED]
Mobile +44 [REDACTED]
Fax +44 [REDACTED]

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[REDACTED]

From: [REDACTED]
Sent: 27 April 2010 15:46
To: [REDACTED]@mckinsey.com
Cc: [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com
Subject: RE: MTG: w/Adrian Masters, [REDACTED] and [REDACTED]

That's fine.


Thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 27 April 2010 11:26
To: [REDACTED]
Cc: [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com
Subject: RE: MTG: w/Adrian Masters, [REDACTED] and [REDACTED]

Shall we say 15:00-16:00 then?

[REDACTED] | [REDACTED]
McKinsey & Company
611 Jermyn Street, London, SW1Y 4UH – United Kingdom
[REDACTED]
[REDACTED]

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From: [REDACTED] [mailto:[REDACTED]@mckinsey.com]
To: "Vanessa Guest" [mailto:[REDACTED]@mckinsey.com]; [REDACTED] [mailto:[REDACTED]@mckinsey.com]
Cc: "Cliff Hurrell" [mailto:[REDACTED]@mckinsey.com]; [REDACTED] [mailto:[REDACTED]@mckinsey.com]; [REDACTED] [mailto:[REDACTED]@mckinsey.com]
Date: 27/04/2010 11:21
Subject: RE: MTG: w/Adrian Masters, [REDACTED]

Hi [REDACTED]

No worries, Adrian can currently do anytime on the 14th.


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]

Sent: 27 April 2010 09:36

To: [REDACTED]

Cc: [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com

Subject: Fw: MTG: w/Adrian Masters, [REDACTED]

[REDACTED],

I'm afraid neither [REDACTED] nor [REDACTED] will be able to attend the meeting with Adrian next Tuesday, 4 May. We would like to offer the 14 May as an alternative. Would that day work for Adrian?

Many thanks,


[REDACTED] | [REDACTED]

McKinsey & Company

1 Jermyn Street, London, SW1Y 4UH – United Kingdom

Phone: [REDACTED] | Fax: [REDACTED]

Mob: [REDACTED] | E-mail: [REDACTED]

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----- Forwarded by Vanessa Guest/LON/Europe/MCKINSEY on 27/04/2010 09:35 -----

Calendar Entry

Type:

Appointment

Subject: MTG: w/Adrian Masters, [REDACTED]

When:	Starts:	Tue 04/05/2010	12:00	Local time	
	Ends:	Tue 04/05/2010	13:00	Local time	1 hour

Where:

Location:

Monitor

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[REDACTED]

From: [REDACTED]
Sent: 29 April 2010 16:48
To: [REDACTED]@mckinsey.com'
Cc: [REDACTED]@mckinsey.com'; [REDACTED]@mckinsey.com';
[REDACTED]@mckinsey.com'
Subject: RE: Sign-off meeting

Sorry for delay [REDACTED]. Please could we make this 16.15-17.15 on 5th May? Aware that [REDACTED] can't make it.


Thanks,
[REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 28 April 2010 16:51
To: [REDACTED]
Cc: [REDACTED]@mckinsey.com'; [REDACTED]@mckinsey.com'; [REDACTED]@mckinsey.com'
Subject: Re: Sign-off meeting

Hi [REDACTED]

Is there any chance that we can start the meeting at 4.15pm to give [REDACTED] some travel time? He can stay until 6pm.

Kind regards
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
McKinsey & Company
[REDACTED] Jermyn Street, London, SW1Y 4UH
[REDACTED] T: [REDACTED] F: [REDACTED]

From: [REDACTED]
To: [REDACTED]
Cc: [REDACTED]
Date: 28/04/2010 16:29
Subject: Sign-off meeting

I've been asked to find an hour asap for sign-off on this project with David. So far I can only find 4pm on Wed 5th May – is this any good? [REDACTED] is definitely required to attend and would be great if [REDACTED] could too but not essential.


Many thanks,

[REDACTED] | PA to Adrian Masters and Strategy Team

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[REDACTED]

From: [REDACTED]
Sent: 11 May 2010 11:00
To: [REDACTED]@mckinsey.com; [REDACTED]
Subject: RE: Evening of 19th May

Hi [REDACTED], Adrian thanks [REDACTED] for invite but won't be able to attend.


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 10 May 2010 13:18
To: [REDACTED]; [REDACTED]
Subject: Evening of 19th May

Hi

[REDACTED] has managed to get complimentary tickets for La Traviata at the Royal Opera House, Wednesday 19th May 2010.

He wondered if either of Stephen or Adrian will be free to join him.

Kind regards

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

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[REDACTED]

From: [REDACTED]
Sent: 13 May 2010 13:39
To: [REDACTED]@mckinsey.com
Cc: [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com
Subject: RE: MTG: w/Adrian Masters, [REDACTED], [REDACTED] and [REDACTED]

Confirmed, thanks [REDACTED]


Best,
[REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 13 May 2010 12:33
To: [REDACTED]
Cc: [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com
Subject: Fw: MTG: w/Adrian Masters, [REDACTED], [REDACTED], and [REDACTED]

[REDACTED]

Can we just reconfirm tomorrow's meeting with Adrian Masters at 15:00?

Thanks,

[REDACTED]
McKinsey & Company
1 Jermyn Street, London, SW1Y 4UH - United Kingdom
[REDACTED] | Fax: [REDACTED]
[REDACTED] | [REDACTED]

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----- Forwarded by [REDACTED] LON/Europe/MCKINSEY on 13/05/2010 12:32 -----

Calendar Entry

Type:

Appointment

Subject: MTG: w/Adrian Masters, [REDACTED]

When:	Starts:	Fri 14/05/2010	15:00	Local time	
	Ends:	Fri 14/05/2010	16:00	Local time	1 hour

Where: Location: Monitor

RE: MTG: w/Adrian Masters, [REDACTED] and [REDACTED]

[REDACTED]
to: [REDACTED]@mckinsey.com'
27/04/2010 11:21
Cc: [REDACTED]@mckinsey.com", [REDACTED]@mckinsey.com"
Show Details

Hi [REDACTED],

No worries, Adrian can currently do anytime on the 14th.


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 27 April 2010 09:36

To: [REDACTED]
Cc: [REDACTED]@mckinsey.com; [REDACTED]@mckinsey.com
Subject: Fw: MTG: w/Adrian Masters, [REDACTED] and [REDACTED]

[REDACTED]

I'm afraid neither [REDACTED] nor [REDACTED] will be able to attend the meeting with Adrian next Tuesday, 4 May. We would like to offer the 14 May as an alternative. Would that day work for Adrian?

Many thanks,

[REDACTED] | Health Systems Institute Practice Administrator
McKinsey & Company
1 Jermyn Street, London, SW1Y 4UH - United Kingdom
[REDACTED] | [REDACTED]
[REDACTED] | [REDACTED]

Please consider the environment before printing this communication.
----- Forwarded by [REDACTED] on 27/04/2010 09:35 -----

Calendar Entry

Type: Appointment

Subject: MTG: w/Adrian Masters, [REDACTED]

When:

Starts:	Tue 04/05/2010	12:00	Local time	1 hour
Ends:	Tue 04/05/2010	13:00	Local time	

Where:

Location: Monitor

From: [REDACTED]
Sent: 18 May 2010 17:01
To: [REDACTED]@mckinsey.com
Subject: RE: Framework to understand SLM

Importance: High

[REDACTED], I'm very sorry but I need to re-arrange the workshop currently scheduled for the 27 May at 15.30-17.00. Would [REDACTED] have any availability the w/c 7 June?


Many thanks,
[REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]
Sent: 29 April 2010 17:23
To: [REDACTED]@mckinsey.com
Subject: RE: Framework to understand SLM

Thanks [REDACTED] yes 15.30-17.00 please.


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 29 April 2010 16:51
To: [REDACTED]
Subject: RE: Framework to understand SLM

I'll make it work. Please confirm :)

Regards,

[REDACTED] | Health Systems Institute Practice Administrator
McKinsey & Company
1 Jermyn Street, London, SW1Y 4UH – United Kingdom
Tel: +44 (0) 20 7321 6000 | Fax: +44 (0) 20 7321 6001 |
Mob: +44 (0) 20 7321 6002 | E-mail: [REDACTED]

Please consider the environment before printing this communication.

From: [REDACTED]
To: [REDACTED]
Date: 29/04/2010 16:46
Subject: RE: Framework to understand SLM

Thanks [REDACTED], but don't suppose 15.30-17.00 would be possible?

thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

Monitor - Independent Regulator of NHS Foundation Trusts

[REDACTED] | www.monitor-nhsft.gov.uk
4 Matthew Parker Street, London, SW1H 9NP

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 29 April 2010 09:31
To: [REDACTED]
Subject: Re: Framework to understand SLM

[REDACTED]

We would prefer between 11-14 on the 27 May, but can move anything around after 11am.

Thanks,

[REDACTED] | Health Systems Institute Practice Administrator
McKinsey & Company
1 Jermyn Street, London, SW1Y 4UH – United Kingdom
Tel: [REDACTED] | Fax: [REDACTED]
Mob: [REDACTED] | E-mail: [REDACTED]

 Please consider the environment before printing this communication.

From: [REDACTED]
To: [REDACTED] <[REDACTED]@makinson.com>
Date: 28/04/2010 16:45
Subject: Framework to understand SLM

Hi [REDACTED],

Would [REDACTED] be available for 1.5 hours sometime on 27th May for the below workshop? If so what time would be preferable?


Many thanks,

[REDACTED] | PA to Adrian Masters and Strategy Team

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[REDACTED] | www.monitor-nhsft.gov.uk
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From: [REDACTED]
Sent: 28 April 2010 12:52
To: [REDACTED]
Subject: FW: Framework to understand SLM

Hi

I'm trying to set up the second steering group meeting for this project. Can you help me find a 1.5 hour slot in or around the week starting 24th May for the copy list below please? I'm not sure that you will have the contact details for [REDACTED], but I know that they are available on the 27th which I think would work. Failing that, Ivan could also make the 18th, but I'm less keen on that date as I'm not sure I'll be ready.

It's going to be pretty much a technical meeting. Most important attendees internally are Adrian, Sonia, and [REDACTED] and [REDACTED] externally.

Thanks Rachael,
[REDACTED]

From: [REDACTED]
Sent: 22 April 2010 16:45
To: [REDACTED]
Cc: [REDACTED]
Subject: Framework to understand SLM

Dear All

Thank you for attending the SLM project steering group meeting last week.

Following the issues raised at that meeting it's clear that the project needs significant rescoping. To this end it's worth taking a step back to think through the blocks of work that would need to be undertaken for an evaluation of SLM. These might be framed as:

1. Define what we mean by SLM
2. Understand SLM implementation across the population of FTs.
3. Understand the key blocker and enablers of SLM adoption.
4. Understand the impact of SLM adoption.

The meeting last week rightly highlighted that more work on the first block needs to underpin later ones - there are a number of different frameworks to define SLM in use e.g. by Monitor, PA, McKinsey, which have changed over time (thanks to SG members for providing materials on these). While there are clearly overlaps between and across frameworks, there are also areas where content or presentation differ.

To address this, in the forthcoming weeks I will be conducting desk research aiming to develop a definitional tool that draws on and reflects the components of the other frameworks. This will be a matrix of SLM activities/ tasks and competencies along the following lines:

	Competency level 1	Competency level 2	Competency level 3	Competency level 4
Activity/Task 1 e.g. Reporting				
Activity/Task 2				
...				
...				
Activity/Task				

In general terms, existing materials on SLM seem to concentrate more on the rows but less on the columns.


In recognition of the importance of getting this first step right the next steering group for the project, to be held in about 6 weeks time, is now planned to be a workshop devoted to what we mean by SLM. The goals of the workshop will be (a) to seek consensus on this matrix approach, (b) to populate the rows and columns, and (c) to centre discussion on which combination of tasks and competencies need to be present for us to conclude that SLM is in place.

Once again, thanks for all your input on the project so far. Please feel free to comment on the work outlined above, and/or to feed in thoughts on rescoping this project more generally. Otherwise, I'll soon be sending round an invite for the second steering group meeting, and a draft framework for discussion closer to the time. Your views will be extremely helpful.

Regards,

 Economic Adviser

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[REDACTED]

From: [REDACTED]@mckinsey.com on behalf of [REDACTED]@mckinsey.com
Sent: 29 May 2010 13:48
To: Adrian Masters
Cc: [REDACTED], [REDACTED]@mckinsey.com
Subject: Chief Strategist Roundtable Dinner, Wednesday 30th June 2010

Dear Adrian,

I am writing to invite you to join us at our 11th London Chief Strategist Roundtable, to be held on Wednesday 30th June 2010.

The roundtable series, now in its fourth year, aims to provide an opportunity for top strategy executives from leading companies across Great Britain and Ireland to meet over dinner and discuss strategy issues of common interest in an informal environment. †

Systems, BP plc, British Energy, BP Group Plc, HSBC, Ministry of Defence, Old Mutual, Petrolia Ltd, PricewaterhouseCoopers, Royal Bank of Scotland, Shell, Thomson Reuters and Vodafone UK.

The topic to be discussed at this event, as voted by our roundtable community, will be "De-biasing decision making". Our speaker will be Olivier Sibony, a Director from our Brussels office, who has been conducting new research into the different sources of decision bias in strategic fora, and how to recognise and combat these biases.

The roundtable dinner will be held at St Stephen's Club, 34 Queen Anne's Gate, London, SW1H 9AB. The evening will start at 18:30 with drinks, followed by dinner at 19:30. Please contact [REDACTED] on [REDACTED] or by email to [REDACTED]@mckinsey.com to let us know whether you are able to attend.

I do hope you are able to join us, and look forward to welcoming you in June.

With best wishes,

[REDACTED]

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

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[REDACTED]

From: [REDACTED]
Sent: 25 May 2010 12:42
To: [REDACTED]@mckinsey.com
Subject: RE: Invoices

Hi [REDACTED]

Thanks very much for this – please could you ask [REDACTED] to provide a credit note for your April invoice as well as a new invoice please as our finance team will need this for audit purposes.


Many thanks,
[REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 25 May 2010 12:28
To: [REDACTED]
Subject: Re: Invoices

[REDACTED], thank you again for highlighting this error. [REDACTED] in our billing department is on the case now and will send you a revised invoice. You should receive it by end of this week, otherwise please let me know.

Best regards,
[REDACTED]

[REDACTED]
McKinsey & Company
Mob: [REDACTED]

From: [REDACTED]
To: [REDACTED]
Date: 21/05/2010 17:16
Subject: Invoices

Hi [REDACTED]

Hope you are well?

Not really a Friday evening thing, but thought I should mention!

As per terms of our service order (attached) the Segmentation work was to be for £420,000.00 but we have been invoiced for £280k plus VAT in March and £160k plus VAT in April (invoice received a few days ago). Therefore we are £20k over I think? Please could you check next week?


Thanks,
[REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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Michael Wilson

From: Michael Wilson
Sent: 25 May 2010 17:26
To: 'Michael Wilson'@mckinsey.com
Subject: RE: Chief Strategist Roundtable Dinner, Wednesday 30th June 2010

Hi [redacted]

Adrian would be delighted to attend.

Many thanks,


Michael

[redacted] | PA to Adrian Masters and Strategy Team

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From: [redacted]@mckinsey.com [mailto:[redacted]@mckinsey.com] **On Behalf Of** [redacted]@mckinsey.com
Sent: 19 May 2010 13:48
To: Adrian Masters
Cc: [redacted]; [redacted]@mckinsey.com
Subject: Chief Strategist Roundtable Dinner, Wednesday 30th June 2010

Dear Adrian,

I am writing to invite you to join us at our 11th London Chief Strategist Roundtable, to be held on Wednesday 30th June 2010.

The roundtable series, now in its fourth year, aims to provide an opportunity for top strategy executives from leading companies across Great Britain and Ireland to meet over dinner and discuss strategy issues of common interest in an informal environment.

The topic to be discussed at this event, as voted by our roundtable community, will be "De-biasing decision making". Our speaker will be Olivier Sibony, a Director from our Brussels office, who has been conducting new research into the different sources of decision bias in strategic fora, and how to recognise and combat

these biases.

The roundtable dinner will be held at St Stephen's Club, 34 Queen Anne's Gate, London, SW1H 9AB. The evening will start at 18:30 with drinks, followed by dinner at 19:30. Please contact [REDACTED] on [REDACTED] or by email to [REDACTED]@mckinsey.com to let us know whether you are able to attend.

I do hope you are able to join us, and look forward to welcoming you in June.

With best wishes,

[REDACTED]

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

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[REDACTED]

From: [REDACTED]
Sent: 26 May 2010 17:05
To: [REDACTED]@mckinsey.com
Subject: RE: Lunch with Adrian

No problem at all [REDACTED]

I'm good thanks, and hope things calm down for you soon!


All the best,
[REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 26 May 2010 15:57
To: [REDACTED]
Subject: RE: Lunch with Adrian

That's perfect. Thank you very much, [REDACTED] will meet Adrian at Quirinale then.

Sorry for being short, covering somebody else's desk this week too o-). Hope you are doing well.

Petra

[REDACTED] | Executive Assistant to [REDACTED]
McKinsey & Company | +1 Jermyn Street, London, SW1Y 4UH | Tel: [REDACTED] | Fax: [REDACTED] | +
E-mail: [REDACTED]@mckinsey.com

From: [REDACTED]
To: [REDACTED]
Date: 26/05/2010 12:59
Subject: RE: Lunch with Adrian

Hi [REDACTED], thanks and sorry for not get back to you yesterday.

9 June is fine – is 12.30 ok? If so I will book a table at Quirinale, Great Peter Street if that's ok with [REDACTED]?


Thanks,
[REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]

Sent: 25 May 2010 15:00

To: [REDACTED]

Subject: Re: Lunch with Adrian

Hi [REDACTED] doing ok though keeping very busy. The next few weeks are extremely busy for [REDACTED] with lots of travel and the first day I can find for lunch (unfortunately this Fri won't work either) is Wed, 9 June. Would that be ok?

Best,
[REDACTED]

[REDACTED] | Executive Assistant to [REDACTED]
McKinsey & Company | + 1 Jermyn Street, London, SW1Y 4UH | Tel: [REDACTED] | Fax: [REDACTED] +
E-mail: [REDACTED]@mckinsey.com

From: [REDACTED]
To: [REDACTED]
Date: 25/05/2010 12:11
Subject: Lunch with Adrian

Hi [REDACTED]

I hope you are well?

Adrian would like to meet with [REDACTED] for lunch at the earliest convenience. I know this is short notice but would he happen to be available this Friday at all? If not could you please advise of any possible dates over the next couple of weeks?

Many thanks,
[REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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[REDACTED] | www.monitor-nhsft.gov.uk

From: [REDACTED]@mckinsey.com
Sent: 28 May 2010 17:46
To: Adrian Masters

This was the Press Notice on discretionary spend from Cabinet Office/Tsy on Monday

MM

Cabinet Office and Treasury to Join Forces to Drive Out Waste

CAB 069-10

24 May 2010

As part of the Government's drive to achieve the £6.2 billion of spending cuts announced by the Chancellor this morning, a powerful new joint Treasury-Cabinet Office group will be set up to ensure savings across Whitehall and Arms Length Bodies happen quickly.

The savings will be driven by the Efficiency and Reform Group, whose board will be chaired jointly by the Chief Secretary to the Treasury, David Laws, and the Minister for the Cabinet Office and Paymaster General, Francis Maude. The Group, which will be formed by pulling together existing capabilities, will have the power to make sure departments work together to tackle waste and improve accountability across a range of areas, including ICT spend, procurement, advertising and marketing spend, and Civil Service expenses and recruitment.

The group's first priorities, with immediate effect, will be to:

- Conduct centralised procurement for commodity goods and services to drive down prices;
- Implement an immediate freeze on all new ICT spend above £1 million;
- Review the Government's biggest projects, including ICT projects, to see where costs can be reduced or wasteful projects stopped altogether;
- Start renegotiating contracts with major suppliers across Government to reduce costs;
- Freeze all new advertising and marketing spend. Only essential campaigns will be allowed;
- Freeze on all new consultancy spend unless it is an operational necessity. Where spend is proposed, Ministerial sign-off will be required for £20,000 or above;
- Cut spend on Civil Service expenses, including a clamp down on first class travel and on the number of Government cars;
- Freeze Civil Service recruitment, except in important front line and business critical areas, and significantly cut the number of temporary staff;
- Conduct an immediate review to create a more simplified approach to Civil Service pay structures and terms and conditions;
- Implement a programme to simplify HR functions across Whitehall and, wherever possible, eradicate duplication; and
- Stop the signing of any new property leases or lease extensions unless they are approved centrally.

Minister for the Cabinet Office Francis Maude said the group will ensure there is a stronger central push driving through the efficiency savings:

"We have got to get an immediate grip on Whitehall waste if we're going to tackle this unprecedented £156 billion deficit quickly, while protecting the quality of important front line services and getting the economy growing. Good government can cost less. It won't do just to carry on as before. By joining forces and concentrating our efforts where the money actually gets spent, we can make sure the maximum amount gets taken out of government overheads, not front line services."

The Group will be chaired by the Chief Secretary to the Treasury and the Minister for the Cabinet Office and will include other members with specialist commercial expertise.

Note to Editors

1. The Efficiency and Reform Group will be comprised of existing civil servants from across Whitehall, and will be located within existing premises with no impact on departmental budgets.
2. Departments will be expected to generally apply these approaches to the public bodies which they sponsor, although there may be some exceptions in particular circumstances.
3. Freezes will apply to the 10/11 financial year.

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[REDACTED]

From: [REDACTED]
Sent: 28 May 2010 16:34
To: [REDACTED]
Subject: RE: phone call with Adrian

Thanks [REDACTED], you too,


Best,
[REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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Direct Line [REDACTED] | www.monitor-nhsft.gov.uk
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From: [REDACTED]@mckinsey.com [REDACTED]
Sent: 28 May 2010 16:31
To: [REDACTED]
Subject: RE: phone call with Adrian

Perfect. Thank you.

Have a good weekend.

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

From: [REDACTED]
To: [REDACTED]
Date: 28/05/2010 16:26
Subject: RE: phone call with Adrian

Please could [REDACTED] call him on [REDACTED]

thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [REDACTED]
Sent: 28 May 2010 15:59
To: [REDACTED]
Subject: Re: phone call with Adrian

Perfect. Shall [REDACTED] call Adrian's land line or mobile?
C

[REDACTED]
Executive Assistant to [REDACTED]
McKinsey & Company
1 Jermyn Street, London, SW1Y 4UH
[REDACTED]

From: [REDACTED]
To: [REDACTED]
Date: 28/05/2010 14:38
Subject: phone call with Adrian

Hi [REDACTED]

Sorry to miss your call – Adrian could do a call with [REDACTED] from 5pm today if that's any good?

Many thanks,

[REDACTED]
[REDACTED] | PA to Adrian Masters and Strategy Team

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[REDACTED]

From: [REDACTED]@mckinsey.com
Sent: 31 May 2010 18:34
To: David_Bennett@monitor-nhsft.gov.uk
Cc: Adrian Masters; [REDACTED]
Subject: Future of the NHS

David

We have been gathering our thinking on the implications of the new Government's programme for the NHS, including the proposals on commissioning and economic regulation. We have started to share this with clients and thought this would be interesting for Monitor. Would you like to meet to discuss it? We would be happy to do this with Steve also if that would be helpful

best regards

MM

[REDACTED]

McKinsey & Company | 1 Jermyn Street, London, SW1Y 4UH

[REDACTED]

[REDACTED]

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[REDACTED]

From: [REDACTED]
Sent: 01 June 2010 10:55
To: Toby Lambert; [REDACTED]
Cc: [REDACTED]
Subject: Re: Egyptian visit - interested in Monitor

Thanks for this.
[REDACTED]

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

From: Toby Lambert [Toby.Lambert@monitor-nhsft.gov.uk]
Sent: 06/01/2010 09:52 AM CET
To: [REDACTED]
Cc: [REDACTED]; Adrian Masters <Adrian.Masters@monitor-nhsft.gov.uk>
Subject: Re: Egyptian visit - interested in Monitor

[REDACTED]

Pietro's written to me directly on this. Since I know Ashraf Hatem (the Cairo Univ head) and I handle foreign fact finding missions, I'll get back to Pietro directly.

Best

Toby

Toby Lambert | Policy Director
Monitor - Independent Regulator of NHS Foundation Trusts Direct Line [REDACTED]
| Mobile [REDACTED] | www.monitor-nhsft.gov.uk
4 Matthew Parker Street, London, SW1H 9NP

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

From: [REDACTED]@mckinsey.com [REDACTED]@mckinsey.com
To: Toby Lambert; [REDACTED]@mckinsey.com
Cc: [REDACTED]; Adrian Masters
Sent: Tue Jun 01 07:42:40 2010
Subject: Egyptian visit - interested in Monitor

Toby,

Great to catch up the other day.

Our Egyptian friends are visiting the UK next week and the head of Cairo Univ Hospital has asked if he could meet with someone at Monitor. Do you think this would be possible to arrange?

[REDACTED] has the details and will follow up.

Kind Regards,
[REDACTED]

+=====

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+==+

[REDACTED]

From: [REDACTED]@mckinsey.com
Sent: 04 June 2010 19:18
To: Adrian Masters

Adrian

Hope you had good few days off

I am seeing David on Monday afternoon following up my email offering a discussion on new Govt policy. Not sure if you're joining but would be useful to catch up after if you are around

[REDACTED]

+=====

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+==+

[REDACTED]

From: [REDACTED]
Sent: 04 June 2010 16:57
To: [REDACTED]@mckinsey.com
Subject: RE: Lunch with Adrian

Hi [REDACTED]

So sorry to only get back to you now. No problem at all to re-arrange. Please could we go for Fri 2 July?

Many thanks,


[REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

Monitor - Independent Regulator of NHS Foundation Trusts

Direct Line [REDACTED] | www.monitor-nhsft.gov.uk
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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 03 June 2010 16:59
To: [REDACTED]
Subject: RE: Lunch with Adrian

Hello [REDACTED]

Am very sorry but I need to reschedule the lunch we have in for 9 June as something very urgent has come up. Unfortunately, June is horrendous so can't really see any dates before July. Would any of this work:

Fri, 2 July
Wed, 7 July
Thu, 8 July
Wed, 14 July

Many thanks,

[REDACTED]

From: [REDACTED]
To: [REDACTED]
Date: 26/05/2010 17:05
Subject: RE: Lunch with Adrian

No problem at all [REDACTED]

I'm good thanks, and hope things calm down for you soon!


All the best,
[REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

Monitor - Independent Regulator of NHS Foundation Trusts

Direct Line [REDACTED] | www.monitor-nhsft.gov.uk
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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]

Sent: 26 May 2010 15:57

To: [REDACTED]

Subject: RE: Lunch with Adrian

That's perfect. Thank you very much, [REDACTED] will meet Adrian at Quirinale then.

Sorry for being short, covering somebody else's desk this week too o-). Hope you are doing well.

[REDACTED]
[REDACTED] | Executive Assistant to [REDACTED]
McKinsey & Company | +1 Jermyn Street, London, SW1Y 4UH | Tel: [REDACTED] | Fax: [REDACTED] +
E-mail: [REDACTED]

From: [REDACTED]
To: [REDACTED]
Date: 26/05/2010 12:59
Subject: RE: Lunch with Adrian

Hi [REDACTED], thanks and sorry for not get back to you yesterday.


9 June is fine – is 12.30 ok? If so I will book a table at Quirinale, Great Peter Street if that's ok with [REDACTED]

Thanks,
[REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]

Sent: 25 May 2010 15:00

To: [REDACTED]

Subject: Re: Lunch with Adrian

Hi [REDACTED], doing ok though keeping very busy. The next few weeks are extremely busy for [REDACTED] with lots of travel and the first day I can find for lunch (unfortunately this Fri won't work either) is Wed, 9 June. Would that be ok?

Best,

[REDACTED] | Executive Assistant to [REDACTED]
McKinsey & Company | + 1 Jermyn Street, London, SW1Y 4UH [REDACTED] +
E-mail: [REDACTED]@mckinsey.com

From:

To:

Date: 25/05/2010 12:11

Subject: Lunch with Adrian

Hi [REDACTED]

I hope you are well?

Adrian would like to meet with [REDACTED] for lunch at the earliest convenience. I know this is short notice but would he happen to be available this Friday at all? If not could you please advise of any possible dates over the next couple of weeks?


Many thanks,

[REDACTED] | PA to Adrian Masters and Strategy Team

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[REDACTED]

From: [REDACTED]
Sent: 07 June 2010 17:06
To: [REDACTED]@mckinsey.com
Subject: RE: today

Hi [REDACTED]

Adrian can call [REDACTED] tomorrow (Tuesday) at 5.30?


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 07 June 2010 14:27
To: [REDACTED]
Subject: RE: today

Hummm. That is not great for [REDACTED]

Any chance of tomorrow from 14.00-14.30 or 16.00-19.00

Many thanks

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

From: [REDACTED]
To: [REDACTED]
Date: 07/06/2010 14:22
Subject: RE: today

Hi [REDACTED] again sorry for delay, he's in the office now but it's been hectic. He can make it back to our office for a 5.30pm meeting or call?


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 07 June 2010 14:18
To: [REDACTED]
Subject: Re: today

[REDACTED] has asked if he will be around later today or later this week for a call.
I suspect that he would like to talk to him about whatever comes out of the meeting with David.

Many thanks

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

From: [REDACTED]
To: [REDACTED]
Date: 07/06/2010 12:20
Subject: today

Hi [REDACTED], sorry for missing your call. Adrian has not been in the office yet so I haven't been able to speak to him as yet – I'm expecting him around 12.30. However I don't think it's likely he'll be able to join at 3pm

thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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[REDACTED]

From: [REDACTED]
Sent: 08 June 2010 17:33
To: [REDACTED]
Cc: [REDACTED]
Subject: Adrian call

Hi [REDACTED] – is it ok if Adrian calls about 5.45?


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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Direct Line [REDACTED] | www.monitor-nhsft.gov.uk
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[REDACTED]

From: [REDACTED]@mckinsey.com
Sent: 12 June 2010 15:19
To: Toby Lambert
Cc: Adrian Masters; [REDACTED]; Stephen Hay; [REDACTED]@mckinsey.com; [REDACTED]
Subject: RE: High level delegation from French Hospital improvement agency on June 22nd

[REDACTED]
Many thanks for this quick return.

Thomas and John,
Can we confirm 1-3 pm at Monitor?

Kind Regards,
[REDACTED]

From: [REDACTED]
To: [REDACTED]
Cc: Adrian Masters <Adrian.Masters@monitor-nhsft.gov.uk>, [REDACTED]
[REDACTED] Stephen Hay <Stephen.Hay@monitor-nhsft.gov.uk>
Date: 10/06/2010 11:22
Subject: RE: High level delegation from French Hospital improvement agency on June 22nd

[REDACTED]
A yes from our side – we're happy to share what we do, and very keen to hear from them what they do.

Stephen's out of the office on the 22nd, but Merav's happy to cover our regulatory operations.

Can I suggest you confirm timings with [REDACTED] I know Adrian and I are busy from half past three, but the 1-3 slot currently works for all of us.

Best

Toby

From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 09 June 2010 14:54
To: Toby Lambert
Cc: Adrian Masters; Stephen Hay; [REDACTED]; [REDACTED]
Subject: High level delegation from French Hospital improvement agency on June 22nd

Toby,

The senior team of the [REDACTED] - will be visiting London on June 22nd. This is the French agency that conceived and is leading on the national programme to transform 30-50 hospitals over the next 3 years. The delegation will be led by [REDACTED], who is the CEO of the agency.

Not surprisingly, they would love to meet with the senior team at Monitor. They are keen to learn how the French government should think about improving the performance of the hospital sector in the long term. As such, topics of great interest to them are:

1. What are the lessons learned from adopting a "Monitor" model to encourage more effective and efficient management and performance of hospitals?
2. What are the most powerful levers and incentives to drive productivity and quality in hospitals?

They would also be happy to share their perspectives on the national improvement programme they are running.

Currently, the 2-4pm time slot is looking quite good. However, we will obviously have some flexibility during the day for a Monitor visit.

Would Adrian, Stephen and you would be available on the 22nd?

Kind Regards,



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[REDACTED]

From: [REDACTED]
Sent: 15 June 2010 16:26
To: [REDACTED]@mckinsey.com
Subject: RE: High level delegation from French Hospital improvement agency on June 22nd

I would have to get approval on this so will let you know.


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 15 June 2010 15:51
To: [REDACTED]
Subject: RE: High level delegation from French Hospital improvement agency on June 22nd

Thanks [REDACTED]

Could we have a buffet style lunch if possible?

Kind regards

[REDACTED]

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

[REDACTED]

> [image removed]
>
> RE: High level delegation from French Hospital improvement agency on June 22nd
>
> [REDACTED]
>
> to:
>
> [REDACTED]
>
> 15/06/2010 13:30

>
> Hi [REDACTED]
>
> That's fine, I've booked the boardroom for the meeting and will
> arrange for a sandwich lunch at 1pm once you've confirmed numbers.
>
> Many thanks,

> [REDACTED]
>
> [REDACTED] | PA to Adrian Masters and Strategy Team
>
> Monitor - Independent Regulator of NHS Foundation Trusts
>
> Direct Line [REDACTED] | www.monitor-nhsft.gov.uk
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>

> From: [REDACTED] [mailto:[REDACTED]]
> Sent: 15 June 2010 09:18
> To: [REDACTED]
> Subject: RE: High level delegation from French Hospital improvement
> agency on June 22nd
>
>

> Dear [REDACTED]
>

> Many thanks for your reply.
>

> Thus far we have 6 attendees from [REDACTED] attending the meeting at
> Monitor. I will double check how many from our side and I will
> also confirm names this week.
>

> In addition, we would like to arrange a buffet lunch at the start of
> the meeting. Would you be able to arrange? We would obviously
> pick up the cost.
>

> I look forward to your reply.
>

> Kind regards
>
> [REDACTED]
>

>

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

>

> 06/2010 15:00:13:
>

> > [image removed]
> >

> > RE: High level delegation from French Hospital improvement agency
> on June 22nd

> >
> > [REDACTED]
> >
> > to:
> >
> > [REDACTED]
> >
> > 14/06/2010 15:07
> >
> > Cc:
> >
> > [REDACTED]
> >
> > [REDACTED] apologies for delay. 13.00-15.00 on Tuesday 22 June is confirmed.
> >
> > Meeting to be held here at Monitor's offices. I will book a room
> > here so please advise on numbers of attendees from the French delegation.
> >
> > Many thanks,
> >
> > [REDACTED]
> >
> >
> > [REDACTED] | PA to Adrian Masters and Strategy Team
> >
> > Monitor - Independent Regulator of NHS Foundation Trusts
> >
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> > From: [REDACTED] [mailto:[REDACTED]]
> > Sent: 14 June 2010 09:12
> > To: [REDACTED]
> > Cc: [REDACTED]
> > Subject: Fw: High level delegation from French Hospital improvement
> > agency on June 22nd
> >
> >
> >

> > Hi [REDACTED]
> >
> > I hope you are well. Just to follow up on Toby's email below, we
> > would be delighted to confirm the times he suggested, 1:00pm - 3:
> > 00pm on Tuesday, 22 June with Toby, Adrian and Merav.
> >
> > My colleague [REDACTED] is working on logistics
> > with me - could we possibly arrange a brief time to speak with you
> > in the next day or two to confirm arrangements for next week?
> >
> >

> > Kind regards,
> >
> > [REDACTED]
> >
> >
> > -----
> > [REDACTED]

> > McKinsey & Company, 1 Jermyn Street, London SW1Y 4UH
> > [REDACTED]
> > [REDACTED]
> > [REDACTED]
> > ----- Forwarded by [REDACTED]/LON/Europe/MCKINSEY on 14/06/2010
> > 09:09 -----
> >
> > From:
> > [REDACTED]@nhsft.gov.uk>
> >
> > To:
> > [REDACTED]
> >
> > Cc:
> > Adrian Masters <Adrian.Masters@monitor-nhsft.gov.uk>, [REDACTED]
> > [REDACTED]
> > [REDACTED]
> > [REDACTED]
> > [REDACTED] Stephen Hay <Stephen.Hay@monitor-
> > nhsft.gov.uk>
> >
> > Date:
> >
> > 10/06/2010 11:22
> >
> > Subject:
> >
> > RE: High level delegation from French Hospital improvement agency
> > on June 22nd
> >
> >
> >
> >
> >
> > [REDACTED]
> >
> > A yes from our side - we're happy to share what we do, and very keen
> > to hear from them what they do.
> >
> > Stephen's out of the office on the 22nd, but Merav's happy to cover
> > our regulatory operations.
> >
> > Can I suggest you confirm timings with [REDACTED]? I know Adrian and I
> > are busy from half past three, but the 1-3 slot currently works
> > for all of us.
> >
> > Best
> >
> > [REDACTED]
> >
> > From: [REDACTED] [mailto:[REDACTED]]
> > Sent: 09 June 2010 14:54
> > To: Toby Lambert
> > Cc: Adrian Masters; Stephen Hay; [REDACTED]
> > [REDACTED]
> > Subject: High level delegation from French Hospital improvement
> > agency on June 22nd
> >
> > Toby,
> >
> > The senior team of the [REDACTED]

> > [REDACTED] - will be visiting London on June 22nd. This is the
> > French agency that conceived and is leading on the national
> > programme to transform 30-50 hospitals over the next 3 years. The
> > delegation will be led by [REDACTED], who is the CEO of the agency.
> >
> > Not surprisingly, they would love to meet with the senior team at
> > Monitor. They are keen to learn how the French government should
> > think about improving the performance of the hospital sector in the
> > long term. As such, topics of great interest to them are:
> >
> > 1. What are the lessons learned from adopting a "Monitor" model to
> > encourage more effective and efficient management and performance
> > of hospitals?
> > 2. What are the most powerful levers and incentives to drive
> > productivity and quality in hospitals?
> >
> > They would also be happy to share their perspectives on the national
> > improvement programme they are running.
> >
> > Currently, the 2-4pm time slot is looking quite good. However, we
> > will obviously have some flexibility during the day for a Monitor visit.
> >
> > Would Adrian, Stephen and you would be available on the 22nd?
> >
> > Kind Regards,

> > [REDACTED]
> >
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[REDACTED]

From: [REDACTED]
Sent: 16 June 2010 10:23
To: [REDACTED]
Subject: RE: Names - [REDACTED] visit 22/06/10

Hi [REDACTED]

I've spoken to Adrian and he thinks it would be more appropriate if the meeting was hosted at McKinsey. I hope that's ok?

Many thanks,


[REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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Direct Line [REDACTED] | www.monitor-nhsft.gov.uk
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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 16 June 2010 08:49
To: [REDACTED]
Subject: Names - [REDACTED] visit 22/06/10

Dear [REDACTED]

To confirm numbers from our side for the meeting at Monitor's offices next Tuesday (22/06), there will be 7 attendees in total from [REDACTED] and McKinsey.
See names for reference below;

[REDACTED]

1. [REDACTED] CEO
2. [REDACTED] Senior Director in charge of Performance Project
3. [REDACTED] Senior Manager in charge of Performance Project PMO
4. [REDACTED] Senior Manager
5. Another person working with [REDACTED] - name TBC

McKinsey

1. [REDACTED], Partner
2. [REDACTED], Associate Principal

Kind regards

[REDACTED]

McKinsey & Company | 1 Jermyn Street, London, SW1Y 4UH

Tel: +44 [REDACTED] / VoIP [REDACTED] | Fax: +44 [REDACTED] | E-mail: [REDACTED]

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[REDACTED]

From: [REDACTED]
Sent: 16 June 2010 15:07
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: CONFIRMATION: [REDACTED] Lunch/Meeting 22nd June at McKinsey offices

Thanks [REDACTED], and yes this is correct for Monitor attendees.

Best wishes,


[REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [REDACTED]
Sent: 16 June 2010 15:02
To: [REDACTED]
Cc: [REDACTED]
Subject: CONFIRMATION: [REDACTED] Lunch/Meeting 22nd June at McKinsey offices

Dear [REDACTED]

This is to confirm the meeting with [REDACTED] & Monitor will take place at McKinsey's offices, No.1 Jermyn Street from 13:00 - 15:00 with a working lunch, presentations and discussion.

I currently have attendees from your side as Adrian Masters, Dir of Strategy, Toby Lambert, Dir of Policy, and Merav Dover, Compliance Director.

Any questions or queries, please do not hesitate to contact me.

Kind regards

[REDACTED]

McKinsey & Company | 1 Jermyn Street, London, SW1Y 4UH
[REDACTED] | [\[REDACTED\]@mckinsey.com](mailto:[REDACTED]@mckinsey.com)

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+=====+

[REDACTED]

From: [REDACTED]
Sent: 16 June 2010 16:51
To: [REDACTED]
Subject: Meeting with Adrian

Hi [REDACTED]

Hope all is well with you?

So sorry but Adrian has now been pulled into a meeting with HMT tomorrow afternoon so isn't going to be able to see [REDACTED]. Would anytime after 16.00 on Friday work at all?

Sorry again,


[REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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[REDACTED]

From: [REDACTED]
Sent: 17 June 2010 17:14
To: [REDACTED]
Subject: RE: Chief Strategist Roundtable Dinner, Wednesday 30th June 2010

I'm sorry I thought I had responded – it's a yes from Adrian.


Many thanks,

[REDACTED] | PA to Adrian Masters and Strategy Team

Monitor - Independent Regulator of NHS Foundation Trusts

Direct Line [REDACTED] | www.monitor-nhsft.gov.uk
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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 17 June 2010 14:09
To: [REDACTED]
Subject: Re: Chief Strategist Roundtable Dinner, Wednesday 30th June 2010

[REDACTED]

I have not heard back from you if Adrian can or can't attend this event.

Please let me know a.s.a.p.

Thank you

Regards,

[REDACTED]
[REDACTED]
Tuesdays & Thursdays 9.30 to 5.30pm

McKinsey & Company
[REDACTED]

From: [REDACTED]
To: [REDACTED]
Cc: [REDACTED]
Date: [REDACTED]
Subject: Chief Strategist Roundtable Dinner, Wednesday 30th June 2010
Sent by: [REDACTED]

Dear Adrian,

I am writing to invite you to join us at our 11th London Chief Strategist Roundtable, to be held on Wednesday 30th June 2010.

The roundtable series, now in its fourth year, aims to provide an opportunity for top strategy executives from leading companies across Great Britain and Ireland to meet over dinner and discuss strategy issues of common interest in an informal environment.

The topic to be discussed at this event, as voted by our roundtable community, will be "De-biasing decision making". Our speaker will be Olivier Sibony, a Director from our Brussels office, who has been conducting new research into the different sources of decision bias in strategic fora, and how to recognise and combat these biases.

The roundtable dinner will be held at St Stephen's Club, 34 Queen Anne's Gate, London, SW1H 9AB. The evening will start at 18:30 with drinks, followed by dinner at 19:30. Please contact [REDACTED] on [REDACTED] or by email to [REDACTED]@mckinsey.com to let us know whether you are able to attend.

I do hope you are able to join us, and look forward to welcoming you in June.

With best wishes,

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

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[REDACTED]

From: [REDACTED]@mckinsey.com
Sent: 02 July 2010 10:36
To: Adrian Masters
Subject: Re: Could we start earlier or later our lunch?

Perfect! Thanks!

N

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

From: Adrian Masters [Adrian.Masters@monitor-nhsft.gov.uk]
Sent: 07/02/2010 10:26 AM CET
To: [REDACTED]
Subject: RE: Could we start earlier or later our lunch?

[REDACTED]

I've rebooked the table for 1.45pm. Is that ok?

Many thanks,

[REDACTED] | PA to Adrian Masters and Strategy Team

Monitor - Independent Regulator of NHS Foundation Trusts

Direct Line [REDACTED] | www.monitor-nhsft.gov.uk
4 Matthew Parker Street, London, SW1H 9NP

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

From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 01 July 2010 20:24
To: Adrian Masters
Subject: Could we start earlier or later our lunch?

Got called into v imp meeting at 1-130 at Whitehall. Could do lunch on either side.

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[REDACTED]

From: [REDACTED]
Sent: 16 July 2010 14:28
To: [REDACTED]@mckinsey.com
Cc: [REDACTED]@mckinsey.com
Subject: RE: SLM workshop

Hi [REDACTED], sorry for not confirming before but this workshop is to be held on Thurs 5 August, 14.00-16.00 here at Monitor.

Hope that still works for you?


Many thanks,
[REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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Direct Line [REDACTED] | www.monitor-nhsft.gov.uk
4 Matthew Parker Street, London, SW1H 9NP

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 08 July 2010 14:48
To: [REDACTED]@mckinsey.com
Subject: RE: SLM workshop

Hello Ladies,

I checked [REDACTED] calendar and all dates should be fine for him but I would advise you to contact him directly to double-check as I'm no longer supporting him :) [REDACTED] is currently on holiday, returning on 13 July but he's checking his e-mails regularly.

Best wishes,
[REDACTED]

[REDACTED]
McKinsey & Company | [REDACTED]
[REDACTED]

From: [REDACTED]
To: [REDACTED]
Cc: [REDACTED]

Date: 07/08/2010 02:28 PM
Subject: RE: SLM workshop

I checked with him and he's fine for you to schedule with just Max :)

[REDACTED] Administrator
McKinsey & Company
1 Jermyn Street, London, SW1Y 4UH – United Kingdom
[REDACTED]
[REDACTED]

Please consider the environment before printing this communication.

From: [REDACTED]
To: "McKinsey & Company" <[REDACTED]@mckinsey.com>
Date: 08/07/2010 14:22
Subject: RE: SLM workshop

Thanks [REDACTED] would you be able to confirm that [REDACTED] is happy for us to schedule this in his absence with just [REDACTED] attending from McKinsey?

thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

Monitor - Independent Regulator of NHS Foundation Trusts

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 08 July 2010 14:15
To: [REDACTED]@mckinsey.com
Subject: Fw: SLM workshop

[REDACTED]
[REDACTED] will be on holiday, but [REDACTED] assistant [REDACTED] will give you his availability.

Thanks,

[REDACTED]
McKinsey & Company
1 Jermyn Street, London, SW1Y 4UH – United Kingdom
[REDACTED]
[REDACTED]

Please consider the environment before printing this communication,
----- Forwarded by Vanessa Guest/LON/Europe/MCKINSEY on 08/07/2010 14:14 -----

From: [REDACTED]
To: [REDACTED]
Date: 07/07/2010 13:07
Subject: SLM workshop

Hi [REDACTED] hope your week going well and you haven't had any midnight finishes!

[REDACTED] has asked me to find a time for a 2 hour workshop during the first week of August. Attendees from McKinsey to be Jean and [REDACTED].

Possible slots for this are:
Tues 3 Aug – anytime after 12
Thurs 5 Aug – anytime after 12
Fri 6 Aug – between 10.00 and 14.00

Please could you let me know what works – should I check with [REDACTED] directly?

Many thanks,
[REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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[REDACTED] | www.monitor-nhsft.gov.uk
4 Matthew Parker Street, London, SW1H 9NP

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[REDACTED]

From: [REDACTED]
Sent: 28 July 2010 11:51
To: [REDACTED]@mckinsey.com
Subject: RE: Meeting with Adrian and [REDACTED]

Hi [REDACTED] — great, let's say 6pm here at Monitor.


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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Direct Line [REDACTED] | www.monitor-nhsft.gov.uk
4 Matthew Parker Street, London, SW1H 9NP

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 28 July 2010 11:42
To: [REDACTED]
Subject: RE: Meeting with Adrian and [REDACTED]

Hi
I can confirm Wednesday for [REDACTED] to meet with Adrian.
Please let me know the best time for [REDACTED] to go to your office.

I will take out the meeting on Friday at 16.00

Kind regards

[REDACTED]
[REDACTED]
Executive Assistant to [REDACTED], [REDACTED] and [REDACTED]
McKinsey & Company
1 Jermyn Street, London, SW1Y 4UH
[REDACTED] | [REDACTED]

From: [REDACTED]
To: [REDACTED]
Date: 27/07/2010 15:43
Subject: RE: Meeting with Adrian and [REDACTED]

Great, let's say Wednesday then please.


Thanks [REDACTED]

[REDACTED] | PA to Adrian Masters and Strategy Team

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Direct Line [REDACTED] | www.monitor-nhsft.gov.uk
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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]

Sent: 27 July 2010 15:38

To: [REDACTED]

Subject: RE: Meeting with Adrian and [REDACTED]

Hi [REDACTED]

[REDACTED] is free Monday or Thursday next week from 16.30 until late.

Let me know which one is best for Adrian.

[REDACTED]
[REDACTED]
Executive Assistant to [REDACTED]
McKinsey & Company
1 Jermyn Street, London, SW1Y 4UH
[REDACTED]

From: [REDACTED]
To: [REDACTED] <[REDACTED]@mckinsey.com>
Date: 27/07/2010 15:10
Subject: RE: Meeting with Adrian and [REDACTED]

Hi [REDACTED], Adrian would prefer to do an early evening thing – any day next week works for him so let me know what's best for [REDACTED]

Thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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Direct Line [REDACTED] | www.monitor-nhsft.gov.uk
4 Matthew Parker Street, London, SW1H 9NP

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From: [REDACTED]
Sent: 27 July 2010 14:45
To: '[REDACTED]@mckinsey.com'
Subject: RE: Meeting with Adrian and [REDACTED]

Hi [REDACTED] thanks for your message – will check with Adrian and let you know.

thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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Direct Line [REDACTED] | www.monitor-nhsft.gov.uk
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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 26 July 2010 17:11
To: [REDACTED]
Subject: RE: Meeting with Adrian and [REDACTED]

Thank you [REDACTED]
Friday at 4pm is great for [REDACTED]. I will add to his calendar.

Have a great rest of the week.

Celia

[REDACTED]
Executive Assistant to [REDACTED]
McKinsey & Company
1 Jermyn Street, London, SW1Y 4UH

[REDACTED]

From: [REDACTED]
To: [REDACTED]
Date: 26/07/2010 17:07
Subject: RE: Meeting with Adrian and [REDACTED]

Hi [REDACTED], would this Friday at 4pm or Tuesday 3rd Aug from 3pm work at all?

Great weekend thanks, just too short as always!
thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 26 July 2010 12:57
To: [REDACTED]
Subject: Meeting with Adrian and [REDACTED]

Hi [REDACTED]

I hope you have had a good weekend.

[REDACTED] suggested that when he and Adrian meet last week that they should have another meeting before [REDACTED] goes on holiday (9th August).

Please can you let me know a few dates this week or next week when Adrian will be free to meet with [REDACTED].

All the best

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

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[REDACTED]

From: [REDACTED]
Sent: 04 August 2010 16:19
To: [REDACTED]@mckinsey.com
Subject: Tonight

Hi [REDACTED] hope you are well?

Just to check [REDACTED] is still coming to Monitor this evening – 6pm?


Thanks very much

[REDACTED] | PA to Adrian Masters and Strategy Team

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[REDACTED]

From: [REDACTED]
Sent: 15 September 2010 12:56
To: [REDACTED]@mckinsey.com
Subject: RE: Monthly meetings with Adrian and [REDACTED]

Hi [REDACTED]

I'm good thanks – long time no email! Hope you are well?

Afraid none of those times are going to work but he could do Thursday 23rd Sept between 11-3pm if that's any good?


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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Direct Line [REDACTED] | www.monitor-nhsft.gov.uk
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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 14 September 2010 10:35
To: [REDACTED]
Subject: Monthly meetings with Adrian and [REDACTED]

Hi [REDACTED]

Hope you are well.

[REDACTED] noticed that we did not have another meeting in the calendar with Adrian.
Is there any chance that Adrian will be free at any of the following dates and times next week?

Monday 20th 3-4pm
Tuesday 21st 2-3pm
Wednesday 22nd 2-3pm

Many thanks

[REDACTED]
[REDACTED]
Executive Assistant to [REDACTED]
McKinsey & Company
1 Jermyn Street, London, SW1Y 4UH
[REDACTED]

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[REDACTED]

From: [REDACTED]@mckinsey.com on behalf of [REDACTED]@mckinsey.com
Sent: 16 September 2010 15:53
To: Adrian Masters
Cc: [REDACTED], [REDACTED]@mckinsey.com
Subject: Invite to 12th London Chief Strategist Roundtable on Thu, 21 October 2010

Dear Adrian,

I am writing to invite you to join us at our 12th London Chief Strategist Roundtable, to be held on Thursday 21st October 2010.

The roundtable series, now in its fourth year, aims to provide an opportunity for top strategy executives from leading companies across Great Britain and Ireland to meet over dinner and discuss strategy issues of common interest in an informal environment.

The topic to be discussed at this event, as voted by our roundtable community, will be "10 Success Tests of Strategy". Our speaker will be Scott Beardsley, a Director from our Brussels office, who also leads McKinsey's Strategy Practice in Europe.

The roundtable dinner will be held at Two Temple Place, London, WC2R 3BD. The evening will start at 18:30 with drinks, followed by dinner at 19:30. Please contact [REDACTED] on [REDACTED] or by email to [REDACTED]@mckinsey.com to let us know whether you are able to attend.

I do hope you are able to join us, and look forward to welcoming you in October.

With best wishes,

[REDACTED]

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

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[REDACTED]

From: [REDACTED]
Sent: 23 September 2010 16:18
To: [REDACTED]@mckinsey.com
Subject: RE: Invite to 12th London Chief Strategist Roundtable on Thu, 21 October 2010

Hi [REDACTED]

Adrian thanks you for the invite and would be delighted to attend on the 21st October.


Many thanks,

[REDACTED] | PA to Adrian Masters and Strategy Team

Monitor - Independent Regulator of NHS Foundation Trusts

Direct Line [REDACTED] | www.monitor-nhsft.gov.uk
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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com] **On Behalf Of** [REDACTED]@mckinsey.com
Sent: 16 September 2010 15:53
To: [REDACTED]
Cc: [REDACTED]; [REDACTED]@mckinsey.com
Subject: Invite to 12th London Chief Strategist Roundtable on Thu, 21 October 2010

Dear Adrian,

I am writing to invite you to join us at our 12th London Chief Strategist Roundtable, to be held on Thursday 21st October 2010.

The roundtable series, now in its fourth year, aims to provide an opportunity for top strategy executives from leading companies across Great Britain and Ireland to meet over dinner and discuss strategy issues of common interest in an informal environment.

The topic to be discussed at this event, as voted by our roundtable community, will be "10 Timeless Tests of Strategy". Our speaker will be Scott Beardsley, a Director from our Brussels office, who also leads McKinsey's Strategy Practice in Europe.

The roundtable dinner will be held at Two Temple Place, London, WC2R 3BD. The evening will start at

18:30 with drinks, followed by dinner at 19:30. Please contact [REDACTED] on [REDACTED] or by email to [REDACTED]@mckinsey.com to let us know whether you are able to attend.

I do hope you are able to join us, and look forward to welcoming you in October.

With best wishes,

[REDACTED]

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

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[REDACTED]

From: [REDACTED]
Sent: 24 September 2010 18:37
To: [REDACTED]@mckinsey.com
Subject: RE: Thurs 30th

Hi [REDACTED] yep, 6pm at McKinsey is good.

Have a great weekend – I'm off soon hopefully!


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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Direct Line [REDACTED] | www.monitor-nhsft.gov.uk
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From: [REDACTED]@mckinsey.com [mailto:[REDACTED]@mckinsey.com]
Sent: 24 September 2010 16:12
To: [REDACTED]
Subject: Re: Thurs 30th

No problems. Adrian wanted the meeting here. Still good for 6pm?

[REDACTED]
Executive Assistant to [REDACTED]
McKinsey & Company
1 Jermyn Street, London, SW1Y 4UH


From: [REDACTED]
To: [REDACTED]
Date: 24/09/2010 15:57
Subject: Thurs 30th

Sorry [REDACTED] – been manic today – Adrian can be with [REDACTED] anytime from 6pm next thurs.


thanks

[REDACTED] | PA to Adrian Masters and Strategy Team

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