

**Red Circle
Healthcare
Advisory**

Healthcare Finance Matters



Challenges for NHS Trusts in Increasing Commercial Income

1.

Balancing Public and Commercial Interests

NHS Trusts operate under a social mandate to provide equitable, high-quality healthcare to all UK residents. The Health and Social Care Act of 2012 (HSCA) plays a pivotal role in encouraging commercial behaviour within the NHS, giving Trusts more freedom to pursue revenue generating activities - all of which is consistent with an increased focus on public sector entrepreneurialism (PSE). Pursuing commercial opportunities, however, can sometimes lead to perceptions of privatisation or compromise in core NHS values. Trusts must ensure that commercial activities do not create public perception issues or conflicts with the NHS's primary mission. Striking this balance between public service and income generation is critical to building and maintaining trust with stakeholders.

2.

Regulatory and Bureaucratic Hurdles

NHS Trusts operate within a complex framework of regulations designed to maintain high standards and ethical practices. Commercialising certain ser-

MAXIMIZING COMMERCIAL INCOME IN NHS TRUSTS:

Challenges and Opportunities

Red Circle  recognises that the NHS faces a unique set of challenges as it balances a commitment to improving health and health services with an increasing need for financial sustainability. NHS Trusts across the UK are under mounting pressure to deliver high-quality healthcare amid budget constraints, increasing demand, and rising operational costs. To help bridge this gap, many NHS Trusts are looking to diversify and grow their commercial income streams. This move has the potential to bolster the financial stability of the NHS, improve patient care, and create innovative solutions within the health system. However, the path to achieving these goals comes with its own set of challenges and opportunities. In this article Red Circle  provides an insight into how NHS Trusts can increase their commercial income and achieve financial growth.



vices or assets often requires navigating a lengthy approval process, which can slow down implementation. Additionally, compliance with procurement rules, data protection standards, and patient confidentiality requirements can create added administrative burden, making it difficult to execute commercial projects efficiently and quickly.

3. Limited Commercial Expertise and Resources

Many NHS Trusts lack the in-house expertise or dedicated teams necessary for identifying and executing commercially viable initiatives. The core focus of NHS staff has traditionally been on delivering health services rather than managing commercial ventures. Therefore, acquiring the skills, knowledge, and capacity to undertake these projects can be challenging. Outsourcing or hiring specialised staff can be effective but may add upfront costs and require long-term commitment to realise returns.

4. Financial Risk and Resource Allocation

Commercial ventures often require upfront investments, whether in marketing, infrastructure, or staffing. Given that NHS budgets are often stretched, diverting resources into untested commercial projects can carry significant financial risk. Trusts must carefully evaluate the cost-benefit balance to ensure that commercial initiatives contribute positively to the bottom line without detracting from primary healthcare services.

5. Market Competition and Brand Limitations

The NHS brand is known for healthcare excellence but is not always viewed as a commercial entity. Competing with private sector organisations in areas such as diagnostics, research, and specialised treatment can be challenging, as these companies may have

more flexibility and agility. In addition, the NHS brand's alignment with public service may limit the organisation's ability to position itself competitively in certain markets.

Opportunities for NHS Trusts to Maximise Commercial Income

1. Leveraging NHS Brand Trust and Recognition

Despite its challenges, the NHS enjoys unparalleled brand trust and recognition in the UK. NHS Trusts can leverage this credibility to enter markets where trust is a decisive factor, such as health training, consulting, diagnostics, and research. By positioning themselves as trusted providers, NHS Trusts can attract clients who value credibility and reliability, potentially opening doors to partnerships with both public and private sector organisations.

2. Developing Strategic Partnerships and Collaborations

NHS Trusts have a unique opportunity to collaborate with universities, pharmaceutical companies, and research institutions. These partnerships can generate revenue through research trials, data sharing (while maintaining privacy and ethical standards), and health innovation projects. Collaborations can also help bring new treatments and technologies to market, generating value for both the NHS and its partners. This approach also enables Trusts to access external expertise and funding, reducing the financial risk of in-house initiatives.

3. Optimising Underutilised Assets

NHS Trusts often have valuable physical and intellectual assets that can be leveraged for commercial purposes. For example, unused or underutilised properties could be rented out or

repurposed, providing a steady income stream. Intellectual property, such as research data or health solutions developed in-house, can be licensed or sold to companies in the healthcare industry. By maximising the use of these assets, Trusts can create income without detracting from their core services.

4. Investing in Private Patient Services

In certain cases, NHS Trusts can expand their private patient offerings to increase revenue. Many NHS hospitals already provide private services in areas such as diagnostics, elective surgeries, and specialised care, which are offered on a fee-paying basis. By expanding and marketing these services to self-paying or privately insured patients, Trusts can improve revenue streams while also enhancing the quality of care available to NHS patients through reinvested funds.

5. Digital Health and Telemedicine Services

Digital health is a growing field, and the pandemic has accelerated demand for telemedicine and remote monitoring services. NHS Trusts could explore offering these services to paying patients or corporate clients as part of workplace wellness initiatives or healthcare packages. Additionally, the NHS has valuable health data that, when used ethically and legally, could support health research and technology development. This can be monetised through partnerships with tech firms and research institutions while advancing healthcare innovation.

6. Education, Training, and Consultancy Services

The NHS's extensive knowledge and expertise in healthcare management can be monetised by offering consultancy and training services. Trusts can create courses for healthcare professionals, management training for executives, or bespoke consulting for international clients looking to model healthcare systems after the NHS. This can be a steady income stream, allowing Trusts to share best practices while generating funds for reinvestment in public health services.

Strategies for Success

Within this context Red Circle  have developed a number of strategies which will help NHS Trusts succeed in growing commercial income. The following

section summarises the approach Trusts should consider adopting.

1. Develop a Commercial Strategy Aligned with NHS Values

NHS Trusts must ensure their commercial activities align with the organisation's core mission and values. A clearly defined strategy, along with transparent communication, can help maintain public trust and avoid reputational risks. This strategy should identify key income areas, set measurable goals, and outline steps to ensure the sustainability and ethics of each commercial venture.

2. Invest in Commercial Talent and Skills

NHS Trusts should consider investing in dedicated commercial teams or partnerships with external advisors who have specialised expertise. A well-qualified commercial team can provide valuable insights into market opportunities, risk management, and best practices. Building internal capacity for commercial projects can help NHS Trusts become more self-sufficient and agile in pursuing income-generating initiatives.

3. Identify the opportunities which will provide the greatest return.

Given the wide range of opportunities available to NHS Trusts and the limited resources available to

take these forward, it is important to identify those which are most likely to provide the greatest return. Benchmarking against other comparable organisations is an efficient and effective way of identifying and shortlisting those opportunities which have the greatest potential or can be delivered relatively easily and quickly. These shortlisted opportunities can be developed into feasibility studies and business cases to ensure a rigorous approach is adopted prior to decision making and implementation.

4. Pilot and Scale Commercial Ventures Carefully

Starting with small pilot projects can allow NHS Trusts to test the viability of new commercial ideas with minimal risk. Once success is proven, these projects can be scaled up. This phased approach helps to minimise risk while allowing NHS Trusts to adapt and refine their approach based on real-world results.

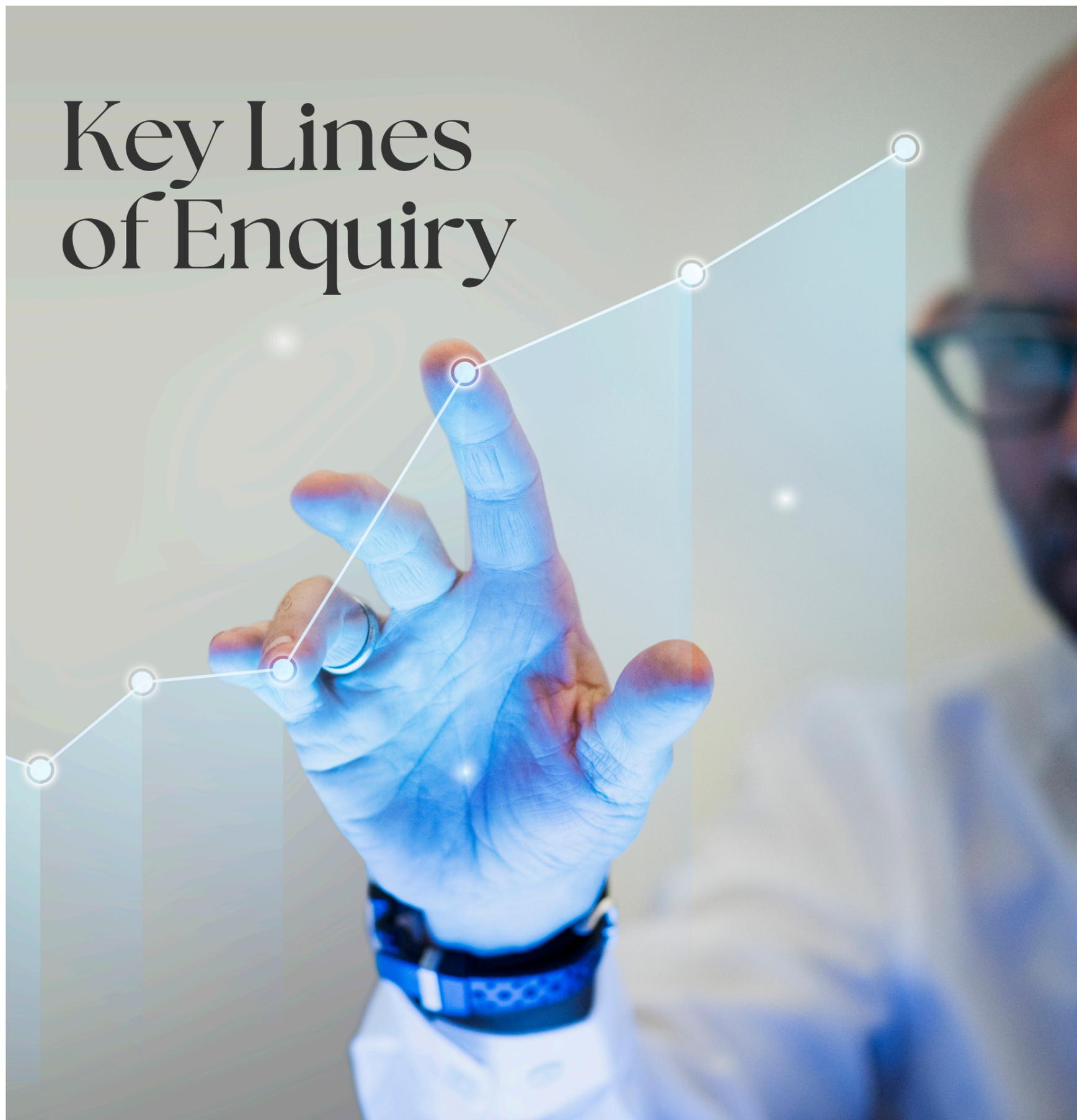
5. Prioritise Transparency and Stakeholder Engagement

To maintain public trust, it is essential for NHS Trusts to communicate openly about their commercial activities. Engaging with stakeholders—including patients, staff, and the public—early in the planning process can help manage expectations and provide assurance that commercial activities are designed to support, not compromise, core health services.

Conclusion

For NHS Trusts, the path to maximising commercial income is filled with both challenges and exciting opportunities. By carefully navigating these challenges and strategically leveraging their unique strengths, NHS Trusts can grow existing and build new revenue streams that not only improve their financial stability but also support the overall mission of delivering high-quality, accessible healthcare to all. Thoughtful, responsible approaches to commercial income can play a crucial role in sustaining and enhancing the NHS in the years to come. Red Circle  is committed to working with NHS Trusts to achieve these goals.

Key Lines of Enquiry



The financial pressures facing the NHS have led to an increasing focus on public sector entrepreneurialism (PSE), where Trusts are encouraged to explore commercial opportunities for income generation. This approach not only supports financial sustainability but also fosters innovation and service improvements. As a result, many Trusts have developed dedicated teams to pursue commercial opportunities and seen a significant increase in their commercial income as a result. Are you one of them?

At Red Circle we help trusts identify potential opportunities for growth, on a Trust-by Trust basis.

Our extensive datasets of financial and non-financial metrics allows Red Circle to benchmark peer group performance against a set of Key Lines of Enquiry (KLOE), prompted by a series of questions, that highlight where there may be opportunities to grow commercial income.

Overseas visitors:

Last year NHS trusts wrote off £37m of overseas visitors' income. Are you following best practice in recovering this income?

What do you know about health tourism? How do you tap into this growing and lucrative market?

Are you adopting best practice best practice, minimising bad debts and recovering all you can? Which Trusts are leading the way in this field? Where can you go for help?

Private patients:

Have you done a market analysis of the Private patient opportunities (and threats) near you? Do you know the socio-economic demographics of your popula-

tion and their propensity to use private practice? To what extent are you in discussions with consultant medical staff and other clinicians about developing this opportunity? Do you know who your key competitors are? Where they are? What is the focus of their work?

Clinical services to non-NHS Bodies:

Are you being paid an appropriate rate for these services? Could this valuable resource be repatriated to your Trust to enhance your own services to patients, and generate more income?

Rents and leases:

Are you making best use of your empty or underutilised accommodation? Are your leases making a positive contribution to the Trust's bottom line?

Are you being paid the right amount of income in the face of significant growth in costs?

Research and development:

Are you a 'research rich' organisation? How are you responding to the urgent call for more commercial clinical trials? Do you know which trusts lead the field in this area?

Education and training:

Are you making best use of your education and training facilities? Do you have unused capacity? If so, how do you best use it?

Car Parking:

Have you reviewed your car parking tariffs recently? Have you modelled your prices against demand? Have you considered willingness and ability to pay when setting prices for each of your locations?

Non-clinical provider to provider services:

Are you aware that some Trusts receive a significant amount of income from providing non-clinical services to other bodies? Do you know who they are and how they do it? How much scope do you still have for integrating non-clinical functions in your footprint? What is the most appropriate vehicle for maximising such opportunities?

Working alongside Red Circle can help you answer these questions and more.

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Driving Innovation and Commercial Growth for NHS Trusts

Hermione King sat down with James and Bruce to ask them a few questions about why they started Red Circle 

Hermione: It's interesting to see you back in the world of NHS finance, James. What have you been doing with yourself over the last couple of years?

James: I sold Assista Software to LOGEX in September 2021 and was really happy to keep working for them while we migrated the Assista clients on to their software platform. I had some nice trips to Amsterdam (where LOGEX are headquartered) and we even took a group of directors of finance, including this year's HFMA president, Lee Out-hwaite, on a study tour around some Dutch hospitals.

The LOGEX study tour

Once I'd finished the migration in January 2023 it was time to hand things over and we left on good terms. LOGEX treated me very well and I can recommend doing business with them, particularly their CFO, Chris Holden, who was a very straight forward and fair guy. I hate sitting around though so I then set up a private medical clinic, The Pinewoods Clinic, in north Liverpool with a mate of mine who's a plastic surgeon. We've got a full operating theatre and we can pretty much carry out any sort of operation if you can get up and walk away afterwards.

That went very well and we were able to open up a second clinic

earlier this year. That's a BUPA franchise, so it's been very interesting dealing with BUPA and comparing that with my experience of working with the NHS.

The second Pinewoods Clinic

I also set up a little wine bar called Ten Streets Wine which has been great fun, but I was missing the world of NHS finance and Bruce and I began mulling ideas last year.

Ten Streets Wine

Hermione: So how did the pair of you meet? I hear there's a funny story about that.

James: From my work with Trusts and the wider NHS I was

aware of Fimmamore Management Consultants. I had seen how they had grown over the years and become (In my opinion) the leading independent management consultancy company in the UK.

Although at that time I didn't know Bruce, I knew that he was well connected, had co-founded the Foundation Trust Network (now NHS Providers), was highly respected and had an amazing network across the NHS particularly with Chief Executives and Boards.

Fimmamores were highly respected trusted advisors and I thought I would be able to learn from them and apply this learning to Assista. When I heard Fimmamores had been bought by GE Healthcare I wrote to Bruce to congratulate him and ask



The second Pinewoods Clinic

whether he would be willing to give me some advice (if I took him for lunch!).

His PA contacted me and said that before meeting Bruce wanted to speak to me on the phone (he subsequently told me he'd had a lot of calls and wanted to check me out) We had a great call.

At the end of the call given my Liverpool accent Bruce asked me whether I was a "Red or a Blue". I of course answered "Red" which turned out to be the right an-

swer! I didn't realise Bruce was a lifelong Liverpool supporter and so rather than buy him lunch I agreed to get him a ticket for Anfield. We've become good friends and Bruce is now one of our football gang who joins us at Anfield as often as he can.

James and Bruce at Anfield

Over the last few years Bruce has acted as a bit of a mentor to me (he may not realise this) and so when I was looking for a new

venture I talked some of the options through with him.

It was clear that there was a significant need and gap in the market to help Trusts maximise their commercial income. So long story short we decided to set up Red Circle together. I tend to see the world through the eyes of a Finance Director and Bruce through the eyes of a Chief Executive. We both understand the NHS in some detail, as well as having significant commercial experience so the synergies are good.

Hermione: What was your background in the NHS, Bruce?

Bruce: I started in the NHS as a national general management trainee and worked in the NHS for 8 years. My last 4 years were as the Deputy Unit Administrator at the Queen Elizabeth Hospital in Birmingham where I was responsible for the operational management of the hospital. I was the Chief Executive of an independent hospital in London for two years before moving to Price Waterhouse to help set up their consultancy practice in 1986. I was with PW (before it became PwC) for five years before setting up Finnermore Management Consultants in 1991. Finnermore were primarily a strategic consultancy with a strong delivery and operational improvement arm. Over the years we developed a fantastic team. We focused on helping CEOs and their Executive Directors deal with the tough issues on their desks. We worked on some major projects at national, regional and local level and I am pleased to say developed a reputation as trusted advisors who knew their stuff and would be there when it mattered. Although we were not in the public sector we had a strong commitment to working with the public sector to help im-



James and Bruce at Anfield

prove health and health for the people of our country - and do so commercially and sustainably.

Since leaving GE Healthcare Finnermore in 2014 I have continued to do some consultancy work (principally for CEOs), am involved in a few health related businesses (including Age Care Technologies and Kingdom Therapeutics), and am on the Boards of a number of not for profit organisations. I am still passionate about improving leadership and management in health and helping to realise potential. I want to do all I can to improve health including helping to improve the finances of the NHS which clearly is an important means to an even more important end.

Hermione: Why would Trusts come to Red Circle when they could do this work themselves?

James: My approach has always been to really specialise in one area, like the costing work we did at Assista Software. By doing that I think you can add a

lot of value to individual trusts because you become a conduit where you share best practice and emerging insights. Over the past few years we've seen an increasing awareness of how commercial income has the potential to 'drop to the bottom line' in trusts, but inevitably NHS finance teams are set up to day-to-day work and perhaps haven't had the chance to learn the set of skills required.

Hermione: Do you think they will learn those skills eventually?

James: Yeah, of course. I think we'll be working with Trusts for the next three to five years and by then they should have all the skills in house. Then we'll have to go and find another thing to specialise in. (laughter).

Hermione: What kind of Trusts are you looking for?

Bruce: I'm going to put my neck on the line here and say that every NHS Trust or Foundation Trust can make more commer-

cial income than they're already doing. And it's not a zero sum game - if one trust makes more commercial income it's not at the expense of another. When you actually stop and think about it, it's such an exciting area to focus on.

Hermione: What are your learning points so far?

Bruce: I think that Trusts need an open mind and also need to dig into the details. DOFs know what the key areas are and have a rough idea of what the possibilities might be, but it's only by digging down and also by benchmarking against other similar trusts that you really get to the solid opportunities.

Hermione: Tell us a bit more about your portal and how clients can use it.

James: Our CINC portal is the bedrock that underpins all our work on commercial income. We've pulled together a wide variety of relevant publicly available data and we've then layered on specific data sets we've obtained from

our clients. Every engagement we carry out makes the portal a stronger resource for clients.

Membership is based on annual license and the first year is free so our clients really get to have a good play around with it before they commit to the annual payment.

Hermione: How do you see the future of commercial income in the NHS?

A: It seems inevitable now that the NHS needs to find funds wherever it can so I think done the right way, with the correct governance and oversight, commercial income is a very positive thing for all Trusts.

Hermione: Last question - why the name, Red Circle?

James: Bruce says it's because Siddhartha Gautama, the Buddha, drew a circle with a piece of red chalk and said: "When men, even unknowingly, are to meet one day, whatever may befall each, whatever their diverging paths, on the said day, they will inevitably come together in the red circle."

Bruce: I just like simple ideas and I think it's a great visual!



Ten Streets Wine



Hermione King

Hermione King is one of our student interns and is currently studying Geography at University College London.



Region: Adelaide Hills,
South Australia
Grape: Nebbiolo
Alcohol: 13%
Price: £22

Wine Corner: Alpha Box & Dice 'Fog' Nebbiolo, Adelaide Hills

Alpha Box & Dice's 'Fog' Nebbiolo is a distinctive offering from Adelaide Hills, a region in South Australia known for producing expressive, cool-climate wines. This wine is a bold take on Nebbiolo, an Italian grape typically associated with Barolo and Barbaresco, and Alpha Box & Dice brings an exciting, fresh interpretation of this traditional variety to Australian soil.

'Fog' reflects the winery's innovative, experimental ethos, blending traditional winemaking techniques with modern twists to bring out the best in this notoriously challenging grape. This wine is designed to be a complex, thought-provoking experience, offering Nebbiolo enthusiasts a taste that's simultaneously recognizable and unique to Australia's terroir.

Appearance

The wine's colour is a classic Nebbiolo hue—pale garnet with a translucent core and slightly orange-tinged edges. The appearance speaks to Nebbiolo's light body, though its paleness belies a depth and intensity to come. When swirled in the glass, it reveals long, elegant legs, hinting at moderate alcohol content and suggesting a balanced structure. The wine's clarity reflects careful winemaking, with minimal intervention to allow the grape to express itself naturally.

Nose

On the nose, the 'Fog' opens with a bouquet that immediately signals its Nebbiolo roots while introducing a distinctly Australian character. There's a signature earthy, tar-like aroma, softened by red fruit notes of cherry and cranberry, along with a slightly floral, rose petal overtone that enhances its aromatic complexity. Adelaide Hills' terroir shines through in the subtle herbal and eucalyptus nuances, adding a local twist to Nebbiolo's traditional profile. There's also an intriguing, almost smoky element—a nod to the wine's name, 'Fog,' evoking images of mist-covered hills and cool, damp mornings. As the wine opens up, a gentle spice of anise and dried herbs emerges, adding an extra layer of depth and complexity.

Palate

True to the Nebbiolo style, 'Fog' is light on the palate yet delivers a surprising intensity and structure. The first sip brings vibrant red fruit flavours, including cherry, red currant, and hints of strawberry. These are well-balanced by a backbone of earthy, savoury flavours—think dried leaves, forest floor, and a whisper of leather. The wine's tannins are firm and gripping, a classic Nebbiolo trait, but they are well-integrated and not overly harsh. These tannins provide a chewy texture that demands food pairing and lends itself well

to slow sipping, giving the wine a refined, lingering mouthfeel.

There's a subtle acidity that keeps the wine fresh and lively, enhancing its food-friendliness and adding to its aging potential. This acidity is complemented by a mineral edge, a product of Adelaide Hills' unique soils. Mid-palate, there's an emergence of spice—cinnamon, clove, and even a hint of black tea—that gives the wine an almost autumnal warmth, reminiscent of an Italian Nebbiolo while bringing an Australian twist.

The finish is long and satisfying, with tannins gently softening and leaving behind lingering notes of cherry, dried rose, and a touch of smoky cedar. It's a wine that evolves with each sip, encouraging you to savour its development on the palate.

Pairing Suggestions

Alpha Box & Dice's 'Fog' Nebbiolo is a versatile wine that pairs beautifully with a variety of dishes. Its high acidity and firm tannins make it an excellent partner for rich, fatty foods, which help soften the tannic structure. Traditional pairings like osso buco, slow-cooked lamb shank, or a rich beef ragu are ideal for this wine, as they complement its earthy and savoury flavours. The wine's herbal and eucalyptus notes also make it a lovely match with dishes featuring rosemary, thyme, or sage.



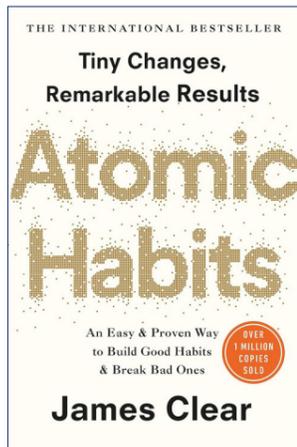
Holly Wilson

Holly Wilson is one of our student interns and is currently studying classics at University College London

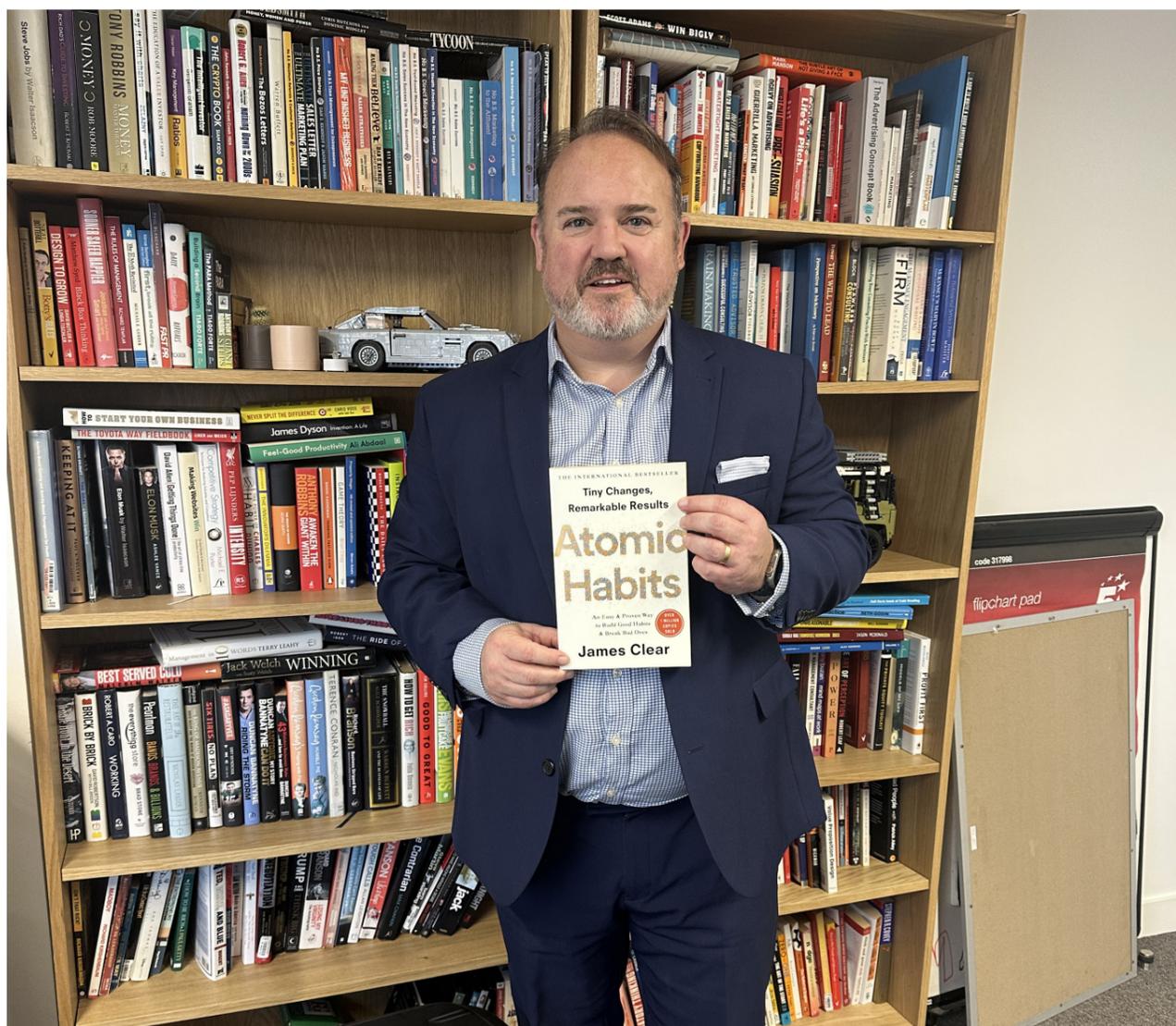
Conclusion and Overall Impression

Alpha Box & Dice's 'Fog' Nebbiolo is a bold, beautifully crafted expression of Nebbiolo that takes inspiration from Italian tradition while showcasing the unique characteristics of the Adelaide Hills terroir. It's a wine for the adventurous drinker, especially those who appreciate Nebbiolo's complexity but are interested in seeing how this grape adapts to the Australian climate and soil. The 'Fog' stands out for its ability to balance classic Nebbiolo traits with a distinctive regional influence, resulting in a wine that feels both familiar and novel.

Red Circle  Rating:
92/100



Atomic Habits: An Easy & Proven Way to Build Good Habits & Break Bad Ones by James Clear



James Clear's *Atomic Habits* has rapidly become a favourite in the productivity genre, appreciated by readers who want practical advice on how to make and break habits effectively. The core idea of the book is that small, incremental changes—Clear calls these “atomic habits”—can lead to substantial, positive transformations in our lives over time. He illustrates this through a variety of research-based strategies, real-world examples, and anecdotal stories, making it both engaging and immediately applicable.

One of Clear's most compelling points is his emphasis on **systems over goals**. While it is important to be clear about what you want to achieve, rather than fixating on an end goal (e.g., “I want to lose weight” or “I want to save more money”), Clear suggests that success lies in designing a system that makes the desired behaviour a natural outcome of consistent effort. By focusing on a system of habits that support our goals, we're more likely to see sustainable results. Clear's philosophy reframes how people view success—not as a destination but as a process.

The book is structured around the **Four Laws of Behaviour Change**, a framework Clear developed based on psychological principles. Each law offers a guideline for making good habits stick or breaking bad habits:

1. Make it Obvious:

This first law encourages making the cues for our habits more visible. Clear argues that much of our behaviour is triggered by our environment, often subconsciously. By arranging our environment to prompt good habits (such as placing a water bottle on our desk to remind us to stay hydrated), we reduce the effort required to get started. Clear provides actionable strategies, like “habit stacking,” which involves linking a new habit to an existing routine. For example, if

you want to meditate, you could do so immediately after brushing your teeth each morning.

2. Make it Attractive:

To build a habit, it's essential to make it something we want to do, or at least link it to something enjoyable. Clear draws on concepts from behavioural psychology, discussing how we can use rewards or pair habits with enjoyable activities (a strategy he calls “temptation bundling”) to boost our motivation. For example, if you want to exercise more, you could listen to a favourite podcast only while working out. The idea is that by associating positive feelings with the habit, we're more likely to repeat it.

3. Make it Easy:

The simpler a habit is to perform, the more likely we are to do it consistently. Clear advocates breaking down habits into smaller, manageable parts to lower the barriers to action, a principle he terms the “Two-Minute Rule.” For instance, if your goal is to read more, you might start by committing to read just one page a day. This concept aligns with Clear's belief in the power of small, consistent actions: by making it easy to start, we're more likely to follow through.

4. Make it Satisfying:

Positive reinforcement plays a vital role in habit formation. Clear explains that rewarding ourselves—either intrinsically or extrinsically—improves the likelihood of repeating a habit. For example, you might track your progress with a habit tracker, gaining satisfaction from the simple act of crossing off each completed day. Clear underscores that a behaviour only becomes a habit when it feels rewarding, reinforcing our desire to maintain it.

Central to Clear's argument is the **1% improvement prin-**

ciple. By committing to small improvements each day, these minor changes compound, resulting in remarkable progress over time. This idea is backed by Clear's own personal journey of recovery from a severe injury, where small daily gains eventually led to complete recovery and success in both sports and academics. The message is clear: consistent, incremental improvements are often more effective and sustainable than major, sporadic changes.

A particularly insightful section of the book is Clear's discussion of identity-based habits. While most people focus on what they want to achieve, Clear suggests that a stronger approach is to focus on who they want to become. By shifting our self-identity (e.g., thinking “I am a healthy person” rather than “I want to be healthier”), we can align our actions with our desired identity. This shift makes it easier to adopt habits that reinforce this new self-perception, turning positive actions into a natural extension of who we believe ourselves to be.

Clear also dedicates a portion of the book to addressing setbacks and challenges. He acknowledges that perfection isn't the goal; it's more important to avoid letting occasional lapses disrupt long-term progress. He encourages a mindset of resilience, advising readers to quickly return to their habits after a slip rather than dwelling on it. His emphasis on consistency over perfection offers a realistic approach, reminding readers that persistence matters more than flawless execution.

The final chapters delve into advanced habit strategies, including how to adapt and sustain habits over time. Clear discusses concepts like **habit tracking** to maintain motivation, as well as the role of accountability partners or communities in reinforcing commitment. He also explores the idea of “plateauing,” where progress seems to stall, and provides insights on how to push past these phases by optimizing and tweaking one's approach.

Key Takeaways

- **Focus on System, Not Goals:**
By focusing on creating systems of behaviour rather than obsessing over results, we make it easier to succeed in the long term.
- **The 1% Rule:**
Small daily improvements add up, creating exponential progress over time.
- **Design Your Environment:**
Make good habits easy and accessible, while placing obstacles in the way of bad ones.
- **Identity-Based Habits:**
Define the type of person you want to become, and let this identity guide your actions.
- **Consistency Beats Perfection:**
Aim to be consistent rather than perfect, accepting occasional slips without losing momentum.

C.	Name	Turnover	Patient Care Total	Other Operating To...	Commercial Incom...	Patient care income		
						NhsCommissioners	Overseas	
	HS FOUNDATIO...	£779,794	£722,629	£57,165	5.78%	£704,556.00	→ 4	£2,353
	H NHS TRUST	£778,850	£740,187	£38,663	7.07%	£716,128.00	→ 7	£2,006
	NHS FOUNDATL...	£736,043	£679,924	£56,119	6.02%	£673,543.00	→ 3	£192
		£869,339	£783,164	£86,175	6.92%	£771,985.00	→ 9	£1,381
	ION TRUST	£985,545	£921,318	£64,227	6.36%	£906,226.00	→ 10	£1,700
	ERSITY NHS TR...	£821,273	£725,822	£95,451	10.48%	£718,061.00	→ 8	£542
	NHS TRUST	£899,891	£732,589	£167,302	14.49%	£709,635.00	→ 6	£376
	ALS NHS TRUST	£751,378	£708,886	£42,492	5.03%	£705,648.00	→ 5	£303
	S TRUST	£732,082	£684,660	£47,422	6.08%	£673,403.00	→ 2	£457
	HS FOUNDATIO...	£806,090	£541,442	£264,648	17.29%	£534,886.00	→ 0	£30

CINC

The Commercial Income Portal

Commercial income is an underutilized but significant area where NHS Trusts can boost their financial performance without compromising core operations. Enter the **Commercial Income Portal (CINC)**—a cutting-edge tool developed by Red Circle to revolutionize how NHS Trusts approach commercial income generation.

Red Circle's **CINC Portal** is designed to empower NHS Trusts by offering a systematic approach to assessing, benchmarking, and enhancing their commercial income streams. The CINC Portal review includes:

- **Current Income Assessment:** Determining the existing levels of commercial income for a Trust.
- **Benchmarking Analysis:** Comparing performance with English NHS Trusts of similar size and type, focusing on mean, upper quartile, and top decile metrics.
- **Opportunity Identification:** Pinpointing specific avenues to increase commercial income.
- **Action Planning:** Crafting an actionable roadmap to capitalize on identified opportunities.
- **Comprehensive Reporting:** Providing detailed findings and recommendations in a format

suitable for Trust Boards and Executive Teams.

Delivering Impactful Results

The CINC Portal provides immediate and long-term benefits to NHS Trusts. At the minimum, it equips Trust Boards with the assurance that they are addressing commercial income opportunities in a structured and informed manner. More importantly, the insights gained often translate into tangible revenue gains with minimal disruption to ongoing operations.

For example, implementing systematic billing for overseas visitors or monetizing intellectual property can unlock significant new revenue streams. By partnering with Trusts, Red Circle also facilitates the implementation of these recommendations through:

- **Detailed Action Plans:** Step-by-step guides tailored to each Trust.
- **Project Management Support:** Expert assistance to ensure efficient execution.
- **Specialized Consultancy:** Access to experienced professionals to help achieve income targets.

The Path Forward

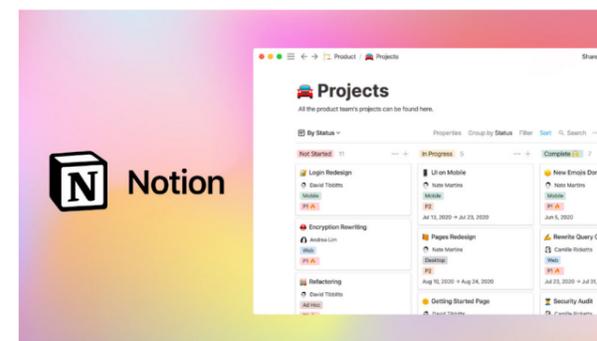
Red Circle understands the pressures NHS Trusts face and offers a straightforward process to engage with the CINC Portal:

- 1. Discovery Meeting:** A brief initial meeting via Microsoft Teams or telephone to understand the Trust's context and goals.
- 2. Data Collection and Analysis:** Gathering and benchmarking figures over 6–8 weeks.
- 3. Presentation of Findings:** Delivering a comprehensive report and draft action plan tailored to the Trust's needs.

The process is designed to minimize the impact on Trust staff while maximizing the potential for actionable outcomes.

Transforming NHS Finances

The challenges faced by NHS Trusts are significant, but so too are the opportunities for innovation and growth. By leveraging tools like the CINC Portal, Trusts can unlock new revenue streams, enhance their financial health, and ultimately strengthen their capacity to deliver exceptional care.



The Swiss Army Knife of Personal Productivity

In the crowded world of productivity apps, where every new tool promises to revolutionize how we work and organize our lives, Notion stands out as a game-changer. Part note-taking platform, part project manager, and part database, Notion has carved a unique niche for itself as the ultimate customizable productivity tool. Whether you're a student juggling deadlines, a professional managing multiple projects, or simply someone trying to organize the chaos of everyday life, Notion promises to be the app that moulds itself to your needs. But does it deliver? Let's dive into how Notion works, its standout features, and why it's a must-try for anyone looking to boost personal productivity.

What is Notion?

At its core, Notion is an all-in-one workspace. It combines a plethora of functionalities: you can take notes, manage tasks, create databases, plan projects, and even design full-fledged knowledge bases. The app is built on the premise of extreme flexibility, allowing users to create systems and workflows tailored to their unique requirements.

Notion is available across multiple platforms—Windows, macOS, iOS, Android, and web—making it highly accessible. It offers a free plan with generous features, while paid plans unlock advanced functionalities, like team collaboration tools and unlimited file uploads.

The Interface: Simplicity Meets Power

The first thing you'll notice about Notion is its clean, minimalist design. Its interface feels like a blank slate, and that's both its strength and its challenge. New users may find the sheer open-endedness overwhelming. There are no rigid templates or fixed workflows—just endless possibilities for customization. This is a double-edged sword: those accustomed to plug-and-play apps like Evernote or Trello might initially feel lost, but once you grasp Notion's building-block approach, the possibilities feel almost limitless.

The core structure of Notion revolves around pages. A page can be anything: a to-do list, a calendar, a database, or even a

full project plan. You can embed almost anything—text, images, links, videos, files, and even integrations with third-party apps like Google Drive or Slack. Drag-and-drop functionality makes it easy to rearrange and reorganize content.

Why Notion Shines for Personal Productivity

1. A Unified Workspace

One of Notion's standout features is its ability to consolidate multiple productivity tools into one. Instead of juggling separate apps for notes, task management, and project tracking, Notion allows you to centralize everything. For example, you can have a page that combines your daily journal, a Kanban board for your projects, and a calendar for upcoming deadlines—all in one view.

This unification eliminates the friction of switching between apps, which can disrupt focus and waste time. With Notion, everything is interconnected, allowing you to create a seamless flow of information.

2. Fully Customizable Systems

Notion's greatest strength lies in its customizability. Unlike traditional apps that impose rigid structures, Notion lets you design your own workflows. Want a minimalist to-do list? Done. Need a comprehensive goal-tracking dashboard? Easy. From habit trackers to budget planners, the app adapts to your needs.

For example, you can build a database to track your reading list, complete with columns for book titles, authors, genres, and even your personal ratings. Or, if you're managing a fitness routine, you can create a weekly workout tracker with embedded videos and progress charts. The possibilities are only limited by your imagination.

3. Templates for Quick Start

For users intimidated by a blank slate, Notion offers a treasure trove of templates. These templates, created by both Notion

and its thriving community, span a wide range of use cases: daily planners, travel itineraries, goal-setting dashboards, and more. Templates provide an excellent starting point, and you can easily tweak them to suit your needs.

4. Robust Task and Project Management

Notion is particularly powerful when it comes to task and project management. Its flexibility allows you to use different methodologies like Kanban boards, Gantt charts, or simple to-do lists. You can assign deadlines, add tags, and even link tasks to related notes or projects.

For personal productivity, this means you can track everything from work deadlines to personal goals in one place. For example, a page dedicated to your 2024 goals might include a calendar view of milestones, a database of tasks, and a journal for reflections—all interconnected.

5. Databases for Everything

Databases are one of Notion's killer features. Unlike a typical spreadsheet, Notion databases are visually versatile. You can view your data in multiple formats—tables, boards, galleries, or calendars. For personal productivity, this opens up endless possibilities.

Imagine tracking your fitness journey: you could create a database with columns for exercise type, duration, calories burned, and notes. Switch to a calendar view to see your workout schedule or a gallery view to showcase progress photos.

6. Seamless Collaboration (If Needed)

While Notion excels as a personal productivity tool, it's also great for collaboration. If you're working on shared goals with family or friends—like planning a vacation or managing household chores—you can invite others to collaborate on pages in real-time. Permissions can be set to ensure privacy where needed.



COMMERCIAL INSIGHT. FINANCIAL GROWTH.

WHO ARE WE? INTRODUCING RED CIRCLE  HEALTHCARE ADVISORY

BLENDING COMMERCIAL AND NHS EXPERIENCE

We are the UK's leading advisors specialising in identifying and helping to deliver significant increases in NHS commercial income for our clients. Working exclusively in healthcare and employing many staff with a blend of commercial and NHS experience gives us a unique perspective on the issues that NHS Trusts face.

We are a commercial organisation, delivering a value for money service. We are committed to providing commercial insight,

spreading best practice and enabling financial growth for NHS Trusts across the country - and doing so sustainably.

Our approach is based on the development of close working relationships with key local stakeholders. We will ensure we develop an understanding of your organisational culture and ambitions so that we can align our work with your strategic goals and operational plans. We undertake hard edged highly focused analyses of the commer-

cial opportunities (and potential threats) facing you using a number of proven tools and techniques including our Commercial Income Portal (CINC).

We have substantial experience of using benchmark analysis to shortlist opportunities; undertaking feasibility studies to examine the validity and impact of these opportunities, and developing business cases to show how we can achieve the best return on investment. We help Trusts develop and implement plans to increase

commercial income and achieve financial growth.

Feedback from clients shows we are considered trusted advisors - a compliment we value highly and work hard to maintain and develop. Our work is confidential and highly protected at all times. We work collaboratively and in partnership alongside your existing team to help achieve the near and long term outcomes you require.

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We love getting feedback so please, please let us know what you think of our newsletter.



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