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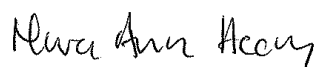
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To Whom it May Concern

University Hospital of South Manchester NHS Foundation Trust engaged IC Cubed (UK) Ltd in May 2014, to help the Trust to more fully understand their emergency readmissions and to develop and implement actions to reduce these.

We were very pleased with the analysis produced which allowed the Trust to gain greater insight in to the areas where efforts to reduce readmissions should be focussed. We are now in the process of implementing a number of changes aimed at reducing the volume of readmissions.

Yours sincerely



**Nora Ann Heery**  
**Director of Finance**