

July 2018

Facing our future

Chief executive Neil Dardis reflects on his first 100 days in post, the NHS at 70, and how we'll create a vision for our future together

I feel so proud and privileged to be part of the NHS, especially at this time when we celebrate 70 years since its birth. It is a key part of our society and rightfully our most loved institution. So much has changed in the 70 years that I have been part of it. Just imagine what changes the next 20 years, or even the next 70 years will bring.

It is also the end of my first 100 days at the trust and I set myself the challenge to meet as many of you as possible, to listen and understand what's special about our services, and to hear about your challenges and aspirations. I'm so proud to be part of this organisation and I've seen some phenomenal work you can all be proud of. For example we deliver some of the best cancer waiting times in the NHS and we have many fantastic new services. We have



some state of the art facilities and more to come with the new EAC at Wexham, new hospital at Heatherwood and the inpatient and diagnostic centre at Frimley. We have also been a pioneer in the way we are joining up care with our partners.

I've seen staff supporting and valuing each other, which is why we have some of the best staff engagement scores in the NHS. One of the things that struck me was the pride you have in this organisation and how cherished it is by our community.

We need to hang on to these fantastic qualities. But I've also heard some of your frustrations and anxieties related to work pressure and financial challenges.

After 70 years the NHS is also facing big challenges. More people are leading healthier lives yet demand is increasing, quality is improving but there is more emphasis when we get it wrong, and the NHS has more employees yet our staff never felt under greater pressure. The financial and demand challenges mean that the NHS is not sustainable in the way it has operated over 70 years. We in Frimley Health must change at pace in this era of empowered patients, chronic health conditions and new technologies to continue providing outstanding care in future.

On the next page I have detailed the six key themes, linked to our values, that I believe we need to address if we want to continue to be outstanding. I will need your help to work on these over the coming weeks to create a clear vision for the trust that we can all get behind.

There is also much that we can and need to do now. I've also outlined some 'quick wins' to tackle in the next few months that I believe will make a big difference.

NHS at 70, then and now

1948

- Total budget: £430m
- 34 infant deaths per 1,000 births
- Polio and diphtheria kill 1,000s
- First test tube baby 1978
- Breast cancer screening was 40 years away

2018

- Total budget: £110bn
- 3.8 deaths per 1,000 births
- Vaccines virtually eradicate them
- 20,000 IVF births per year
- Since 1988 screening has saved 1,300 lives every year

In my first 100 days...

I've met nearly 3,000 Frimley Health staff at department visits, staff sessions, lunches and other events



Spent 120 hours on department visits and walkabouts



Taken part in 425 meetings and developed relationships with our key local, regional and national partners...



...And taken more than 100 selfies with you!



Don't forget you can feed back on the points I've raised here by emailing me at fhft.CEO@nhs.net, comment on one of my blogs on ourplace intranet or simply chat to me in person.

Key themes from the first 100 days

With all the great qualities we have to build on, just think how fantastic our future can be! So what do we have to do differently to ensure we continue

to be outstanding now, in 10 years and in 70 years' time? I have identified **six key themes** we need to discuss and they are linked to our values: committed

to excellence, working together and facing the future. Our task now is to find answers to the themes below so we can create a vision for our future.

Committed to excellence

1. One Frimley Health

We've come a long way to bring our services together and there is more we can do to remove variation and consistently deliver the best care for our patients.

2. A learning organisation

We provide some of the best care in the NHS and we can make sure we are always improving to provide the best standards of care and putting patients at the centre of our service designs.

Working together

3. Investing in leaders

Our reputation is second to none and we will invest in our leaders to support them to be the best they can be and enable them to support our great teams.

4. Recognising our people

The pride in our organisation is our greatest strength and with a workforce plan for the future with new roles, exciting careers, links to research and academia we can achieve so much. We will be the best employer to value and empower you, and to share and celebrate your successes.

Facing the future

5. Our future

We have achieved so much as Frimley Health with the potential to do much more, as we plan for what our services can be in 10 years' time.

6. Joined up

We are proud to be one of the first integrated care systems and we can work better with GPs, social care and volunteers to join up services for patients. It is exciting to develop a health service focused on health and wellbeing and less on treating sickness.

Actions we can take now

- *Operational priorities—we have exciting plans to improve capacity and flow. I want to see those in place before the winter. We also know the finances are challenging but by working together we will deliver. Thirdly, we want to show the Care Quality Commission how outstanding we are and that we're proud of the care we provide.*
- **Create more space and time—I'm setting everyone the challenge of reducing meetings by 30%, supporting the organisation to reduce emails and supporting people who work cross sites.**
- *Get things done— I heard a lot of frustration around getting things done to support patients and staff. So I'm setting up a chief executive's fund and we'll be inviting Dragon's Den style bids. We'll be setting up rapid action teams and reviewing the way we do change here, particularly IT change.*
- **I want to improve visibility of senior leaders and enable our leaders to have opportunities to listen, understand your challenges and how we support you.**
- *I think we can do far more to say thank you for all the great work each of you do every day. We'll shortly see the Faces of Frimley Health staff award winners celebrated around the trust, and I also want more regular awards and excellence reporting systems. We were pleased to announce recently that all Frimley Health staff would get an extra day's leave on their birthday in 2018/19 for NHS70!*

How we'll keep the conversation going

I want to continue our conversations over coming weeks around how we move forward—how you can be involved and how we will work together to make Frimley Health outstanding for the future. Look out for more details in staff communications soon.

Please make sure you celebrate being part of the NHS and part of Frimley Health at this special time.

As the NHS reaches 70, let's be excited about our future, and let's make sure it is outstanding!