

Proposal to establish a wholly owned subsidiary

Slough Borough Council Health Scrutiny Panel

10 September 2019

Neil Dardis, Chief Executive

Our shared values

“Our values
guide
Everything
We do”



Our journey of improvement since 2014



Hyper acute
and rehab
stroke centre



Life-saving 24/7
heart attack
centres + vascular
network expanded



Community
services in
NE Hants



New CT scanner,
endoscopy unit
at Heatherwood



First acute renal
unit in Surrey



Falls resulting
in harm reduced
40% in five years



Medication
errors
down 63%



98% of inpatients
recommend us to
friends & family

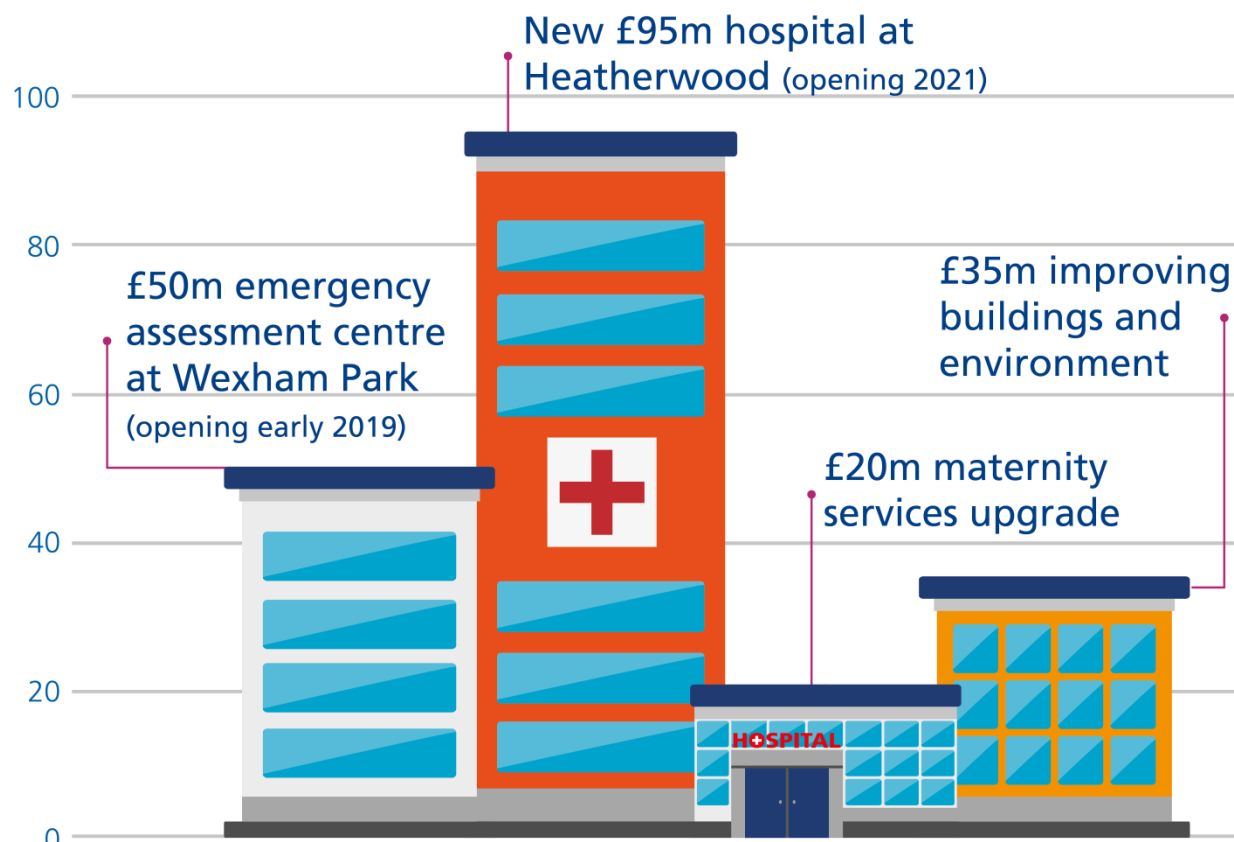


Cancer: Top 5
performer
in NHS

Improvements for our people (staff)



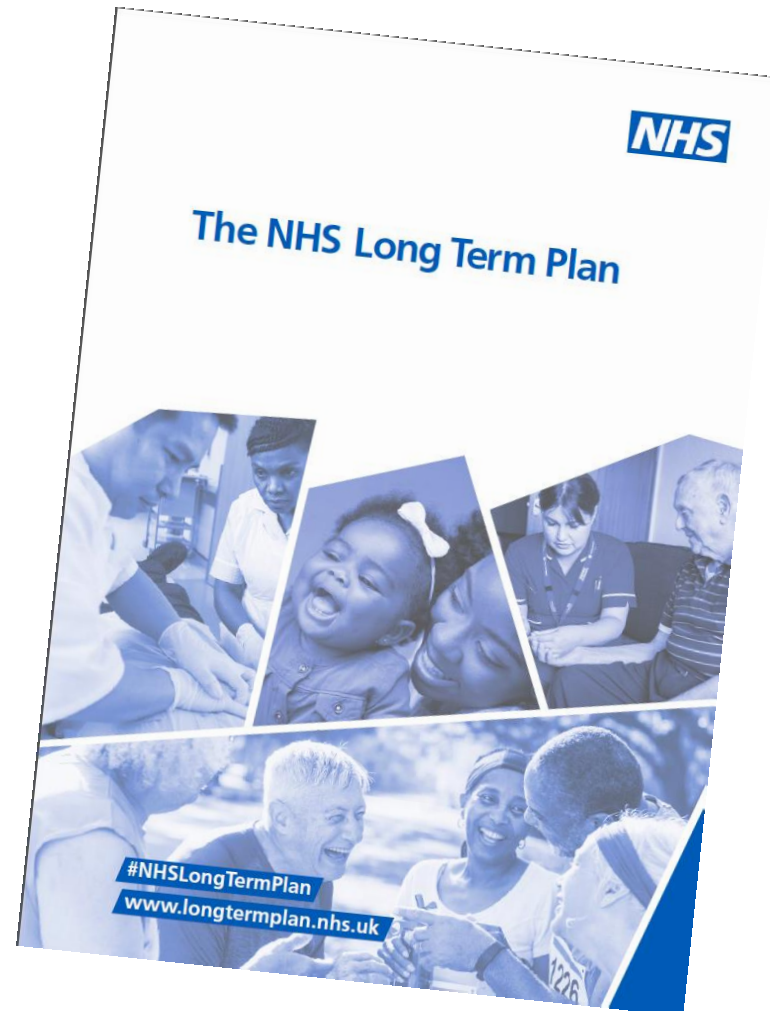
Improvements to our infrastructure



...Improvements reflected in CQC results

Service Name	Safe	Effective	Caring	Responsive	Well-led	Location Overall
Frimley Park Hospital	Good	Good	Outstanding	Outstanding	Outstanding	Outstanding
Wexham Park Hospital	Good	Good	Good	Good	Outstanding	Good
Heatherwood Hospital	Good	Good	Good	Good	Good	Good
Community Inpatient Services	Good	Good	Good	Good	Good	Good
Trust Overall	Good	Good	Good	Good	Good	Good

The NHS in 2019

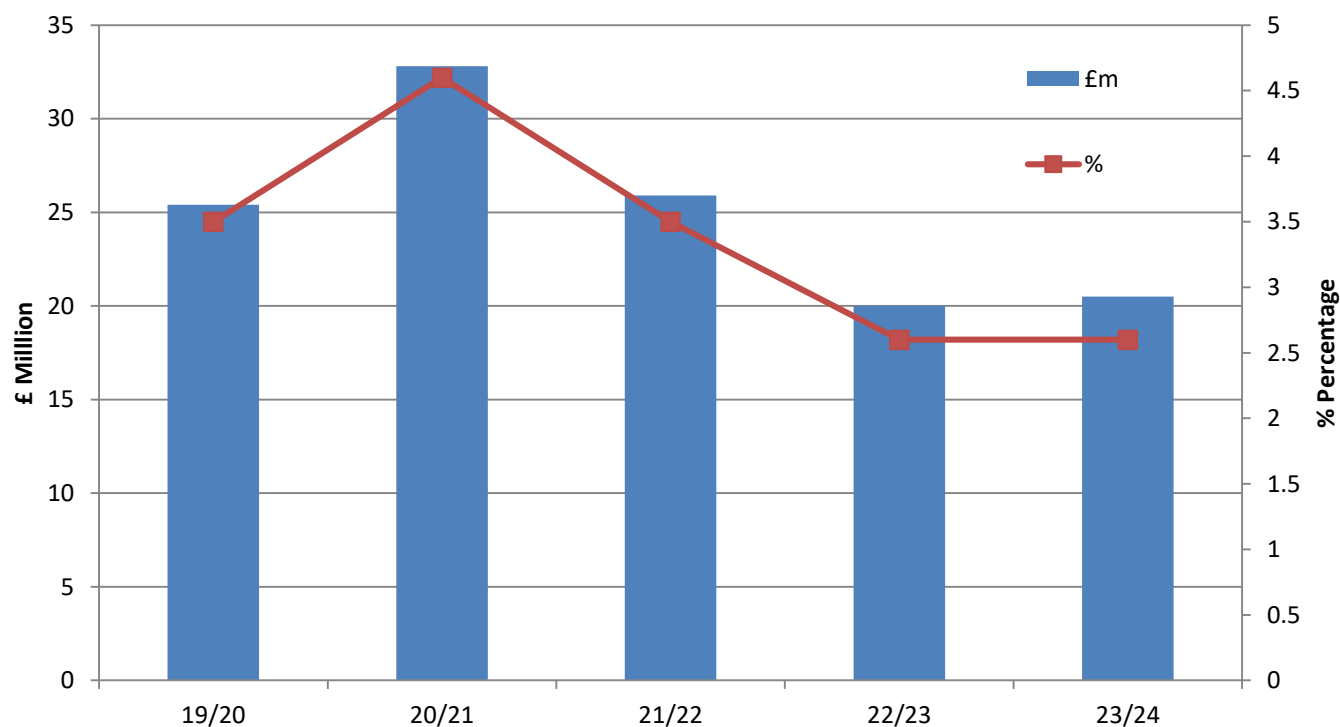


Future ambitions for Frimley Health



Current financial challenge

Trust CIP Requirement 2019 - 2024



Aims and objectives

- Provide high performing high quality non-clinical support services
- Ensure that the Trust has the service infrastructure by increased investment in equipment
- Enable the Trust to increase focus on direct patient care
- Reduce the overall operating cost to the organization
- Improved staff satisfaction and morale
- Flexible approach to staff recruitment and retention
- Maximize new income, commercial, and cost saving opportunities

Wholly owned subsidiaries...

... 'are an organisational and governance form that NHS providers can legally adopt to manage part of their organisation....NHS trusts retain 100% of the shares in the company, ensuring that the organisation, staff and the relevant funding remains within the NHS family.'

NHS providers

We explored a number of options ...

- Do nothing
- Outsource
- 'Some innovation'
- Joint venture
- Wholly Owned Subsidiary

Benefits of a subsidiary - staff

- At the heart of the new organisation
- Job security
- Recruitment & retention
- Employer of choice
- Frimley Health

Benefits of a subsidiary - quality

- Saving clinical time
- Highly performing support services
- Equipment and facilities
- Surplus to invest

Benefits of a subsidiary - finance

The Subsidiary will contribute to FHFT's financial strategy :

- Savings of circa £45m over a 5 year period
- Savings rise from circa £8m to £12m p.a.
- Savings split from 2022/23 onwards of circa £5m VAT and circa £7m non-VAT
- Further opportunities for revenue / savings

Open engagement & communication

If we don't form a Wholly Owned Subsidiary ...

- We will risk job security
- We will not achieve our financial targets
- We will not be able to invest in improved services, staff development or new technologies

What is the subsidiary all about?

It's about:

- Securing jobs and creating a great place to work for our support services – giving them the focus and attention they deserve
- Supporting our clinical teams so that they can focus on what's important – our patients
- Having the scope to grow in partnership with the local health economy
- One Frimley – wholly owned by us means keeping our values and being a key enabler in helping us deliver our future ambitions

