

‘Life in the Fast Lane’ – thoughts of a DGH CEO

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Chief Executive



- My background
- Building a successful organisation
- Current issues
- Future challenges



Background

- Radiographer in South Yorkshire
- General Management roles in Leeds
- DGH Chief Executive in 2006
 - £195m turnover
 - 3,800 staff
 - Links with Liverpool and Chester Universities
 - Rated good / excellent



Building a Successful Organisation

From Turnaround to Foundation Trust in 2.25 years

- Burning platform and turnaround team
- Organisational structure
- Culture
- Building confidence



Foundation Trust Application Process

- 14 months work (on top of the day job)
- Business strategy / plan
- Governance arrangements
- Board development



Success!

So what now?

Economic Tsunami

- impact on public sector
- £35m local challenge over 4 years



Current Issues (1)

Q I P P

- Quality
- Innovation
- Productivity
- Prevention



Current Issues (2)

- Workforce
 - pay / terms and conditions
 - numbers
 - EWTD
 - flexibility and new skills
- Technology and Innovation
- Estate



Current Issues (3)

- Regulation and Accreditation
 - Monitor
 - CQC
- Quality, Safety and Patient Experience
- Integrated Care Pathways



Current Issues (4)

- The Role of the DGH
 - teaching and training
 - integrated care organisations
 - fewer Specialist Centres
 - Foundation Trust Networks



Building a sustainable organisation (1)

Business Strategy:

- Safety and Patient Experience
- Horizontal and Vertical Integration
- Robust Cost Improvement Programme
- Alignment with Strategic Commissioning Plans



Building a Sustainable Organisation (2)

Capacity and Capability:

- Divisional Management Teams
- Executive Team
- Leaders at all levels
- Headroom



Building a Sustainable Organisation (3)

Partnerships:

- Staff
- Public
- Commissioners
- Other NHS Providers – Big Foot Plc
- Private / Commercial Sector
- Further Education Providers



Future Challenge

To design a healthcare and prevention system that will provide appropriate care to meet the needs of our local populations



Success Will Require:

- Shared vision and values
- Communication and Engagement
- Strong Clinical Leadership
- Focus on Prevention and Sustainable Services
- Radical Redesign
- Self Belief and Tenacity



Thank You

