

Improving standards and accountability



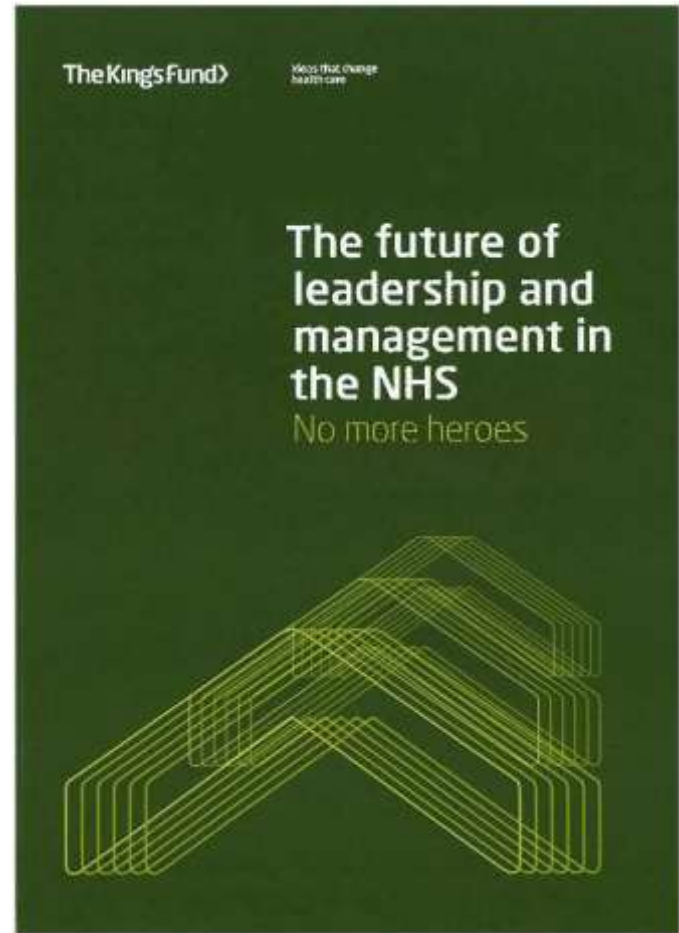
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Chief Executive
The King's Fund
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The role of The King's Fund

- › The Fund has been involved in leadership development since 1951
- › We work closely with NHS organisations today to support leadership development
- › We are also engaged in research and thought leadership on leadership in the NHS

Leadership Commission 2011

- › Politicians of all parties called for cuts in management costs
- › Massive, complex organisation like the NHS requires top class leadership and management
- › Managers have a critical role supporting doctors, nurses and other clinicians to improve patient care



Leadership Review 2012

- › Strong evidence that leaders who engage staff deliver:
 - Better patient experience
 - Stronger financial management
 - Higher staff morale
 - Less absenteeism and stress



Leadership Commission 2013

- › Mid Staffordshire and the Francis Inquiry report diagnosed failures of leadership and culture
- › A transformation is needed to avoid future failures of patient care
- › Leadership at the national level, in NHS organisations and in clinical teams must be aligned around quality and patient-centred care



Our recommendations

- › The first line of defence is made up of front line clinical teams – see Gill Maben’s research
- › The second line of defence is NHS boards who must lead by example in their organisations
- › The third line of defence is leaders at a national level who must focus on quality of care as the organising principle of the NHS
- › NHS leaders should nurture and cultivate patient leaders

Different approaches

- › Code of conduct for NHS Boards
- › Code of conduct for NHS Managers
- › CQC inspections of leadership and culture
- › The fit and proper person test

Where next?

- › Statutory regulation of managers – like the GMC and NMC – is not appropriate
- › The emphasis needs to be on rigorous selection together with induction, continuing development and appraisals
- › Recruitment to senior roles is already challenging and a blame culture will not help
- › Managers must be held accountable, while we also provide support and ensure greater continuity of leadership