

**SIHI 2015: Personalised health and care by  
2020?**

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# Leadership challenges of the Five Year Forward View

- National Review of Leadership Development and Improvement (aka the Smith Review)
  - Need for “huge change at both local and national level to the way organisations and people work across the health and care system”
  - “strong and effective collaboration in governance, information, in sharing best practices quickly and generously and in identifying and nurturing our best people”

# What is meant by “improvement”?

- “mastery of quality and patient safety sciences and practices” (“A promise to learn”: Prof. Don Berwick 2013)
- “Such mastery includes knowing how to use data to measure the quality of care, variations over time and between teams, and to assess the impact of service changes” ( Smith Report: 2015)
- ‘A systematic approach to making changes that lead to better patient outcomes, and stronger health system performance.’ (Smith report: 2015)

# Selected Recommendations

- National, prioritised, strategies for Leadership Development and Improvement
- Every NHS organisation to develop improvement and leadership development strategies
- Greater alignment of the work of the NHS Leadership Academy and Health Education England
- Better coordination between AHSNs and Clinical Networks (and local leadership development bodies) to support local providers, commissioners and professionals

# Leadership development priorities

- a) 'Within organisation and system' leadership development;
- b) The development of improvement skills for leaders, clinicians and operational managers and at all levels of the system;
- c) The development of clinical leaders at organisational and system level;
- d) The development of existing and future leaders who can operate effectively across health and care systems and organisational boundaries.

# Parallel Developments

- Secretary of State NHS Reform speech;
  - NHS as the “world’s largest learning organisation”
  - Jointly led TDA and Monitor – “NHS Improvement”
  - Continued focus on patient safety including new Independent Patient Safety Investigation Service
- Publication of Rose Review of NHS Leadership
  - Includes recommendations;
    - NHS Leadership Academy moves to HEE
    - Increase the size of the Graduate Management Training Scheme