

Developing the national improvement and leadership development strategy(ies) (NILDS)

Summary

This paper is for the NQB's information. It sets out the high level plans for developing the national improvement and leadership strategy(ies) and is a summary of the paper submitted to the new national Leadership Development and Improvement Board for discussion on the 23 October 2015.

1. Recommendation 1 of the 'Review of centrally funded improvement and leadership development functions'¹ led by Ed Smith (the Smith Review), stated that *national strategies for both improvement and leadership development (including talent management) should be created for the health and care system, developed in parallel and explicitly aligned, in order to support the delivery of the Five Year Forward View (5YFV).*
2. A proposal is being presented to the national Leadership Development and Improvement Board for the development of a single national strategy for improvement and leadership which are inextricably linked.
3. It is proposed that the work on the national improvement and leadership development strategy is aligned with the work of the national quality strategy to ensure that both strategies are complementary and provide a clear national picture.

Background

4. In addition to the Smith Review described above, a number of recent national reports^{2,3,4} have set out the need to develop improvement and leadership capability to support the changes in the NHS required by the Five Year Forward View. In particular:
 - a) The 2013 Berwick⁵ report on patient safety highlighted the need for a system devoted to continual learning and improvement of patient care, top to bottom and end to end "to make zero harm a reality in our NHS".

- b) Lord Rose's⁶ June 2015 report recommended that the NHS should "aim to develop, recognise and reward appropriately leadership qualities across the whole NHS workforce".

A single strategy

5. A proposal is being presented to the national Leadership Development and Improvement Board for the development of a single national strategy for improvement and leadership which are inextricably linked.

Purpose of the strategy

6. The objective of the single strategy is to set the direction on capacity and capability building in improvement and leadership development (including talent management).
7. The strategy will be based on the principle of local ownership and will inform the development of local/organisational improvement and leadership development strategies (Smith Review recommendation 2). As such, it is suggested that the focus of the strategy will be on what is:
- Common across the entire system
 - Appropriate to be delivered at a national level, with expectations set for what should be delivered locally.

Main content themes - improvement

8. The strategy will cover three main areas for improvement (based on the Smith Review), focusing on a) and b) below:
- a) **Service improvement** capability, needed to improve parts of services within organisations.
- b) **Service transformation** capability needed for collaboration across organisations to improve services/patient pathways from end to end (e.g. vanguards).
- c) **Service intervention** capability, to know when national NHS bodies should intervene in a local health economy where services are struggling to improve and what these interventions should do.

Main content themes - leadership development

9. Principally, the arrangements for leadership development should:
- a) Ensure that leaders and managers, including clinicians, are equipped to (and continuously develop in) improving service quality. They must be capable of leading across complex health and care systems against a challenging financial backdrop.
 - b) Ensure that there is access to highly capable and effective senior leaders and managers (both in terms of numbers and quality) at the national and local levels.
 - c) Ensure that the diversity of the system's leaders and managers reflects the diversity of the population served.
 - d) Set standards and expectations: develop and promote systems-based leadership models, the promulgation of required standards of behaviour and the assessment of compliance with these. This should also address the approach to be taken on non-compliance or poor performance.

Timeline

10. It is proposed that the strategy is developed alongside the NQB quality strategy and aligned with the FYFV single delivery plan. The aim is to publish the leadership development and improvement strategy during Q1 in 2016/17.

Stakeholder engagement and communications

11. The teams working on the development of the Quality strategy and the strategy on leadership development and improvement have agreed that where appropriate, the same stakeholder engagement opportunities will be used to avoid duplication.

Suzie Bailey, Development Director (Monitor)

October 2015

References

1. NHS England (2015) Review of centrally funded improvement and leadership development functions. Available at <http://www.england.nhs.uk/wp-content/uploads/2015/09/improv-ldrshp-dev-rev-sept15.pdf> (Accessed: 7 October 2015)
2. Keogh (2013), Review into the quality of care and treatment provided by 14 hospital trusts in England: overview report, Available at: <http://www.nhs.uk/nhsengland/bruce-keogh-review/documents/outcomes/keogh-review-final-report.pdf> (Accessed: 7 October 2015)
3. Kirkup (2013), The Report of the Morecambe Bay Investigation, Available at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/408480/47487_MBI_Accessible_v0.1.pdf (Accessed: 7 October 2015)
4. The Mid Staffordshire NHS Foundation Trust Public Inquiry (2013), Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry Executive summary https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/279124/0947.pdf (Accessed: 7 October 2015)
5. National Advisory Group on the Safety of Patients in England (2013), Improving the Safety of Patients in England. Available at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/226703/Berwick_Report.pdf (Accessed: 7 October 2015)
6. Rose (2015) Better leadership for tomorrow: NHS Leadership Review. Available at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/445738/Lord_Rose_NHS_Report_acc.pdf (Accessed: 7 October 2015)