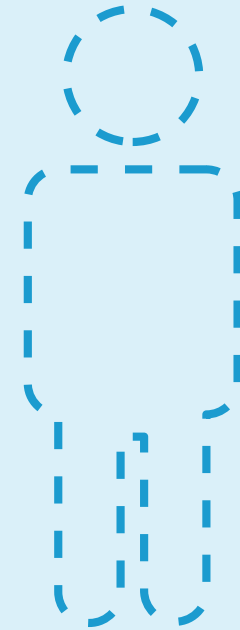
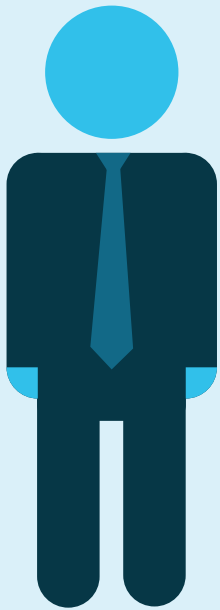


Leadership in today's NHS

Trusts with vacant posts

More than a third of trusts had at least one executive director role that wasn't permanently filled.



The inverse leadership law

Executive director vacancy rates are highest in trusts with the most significant performance challenges.



Percentage of vacant posts in 2015-17 by CQC rating

Diversity within senior leadership in the NHS

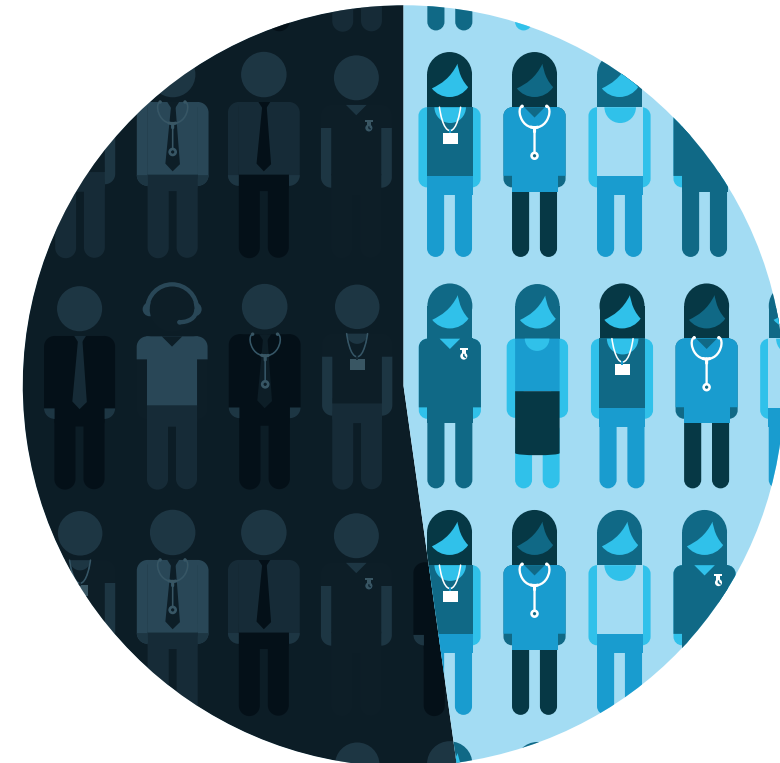
7 per cent of very senior managers in the NHS are from a BME background.

Source: NHS Equality and Diversity Council 2017

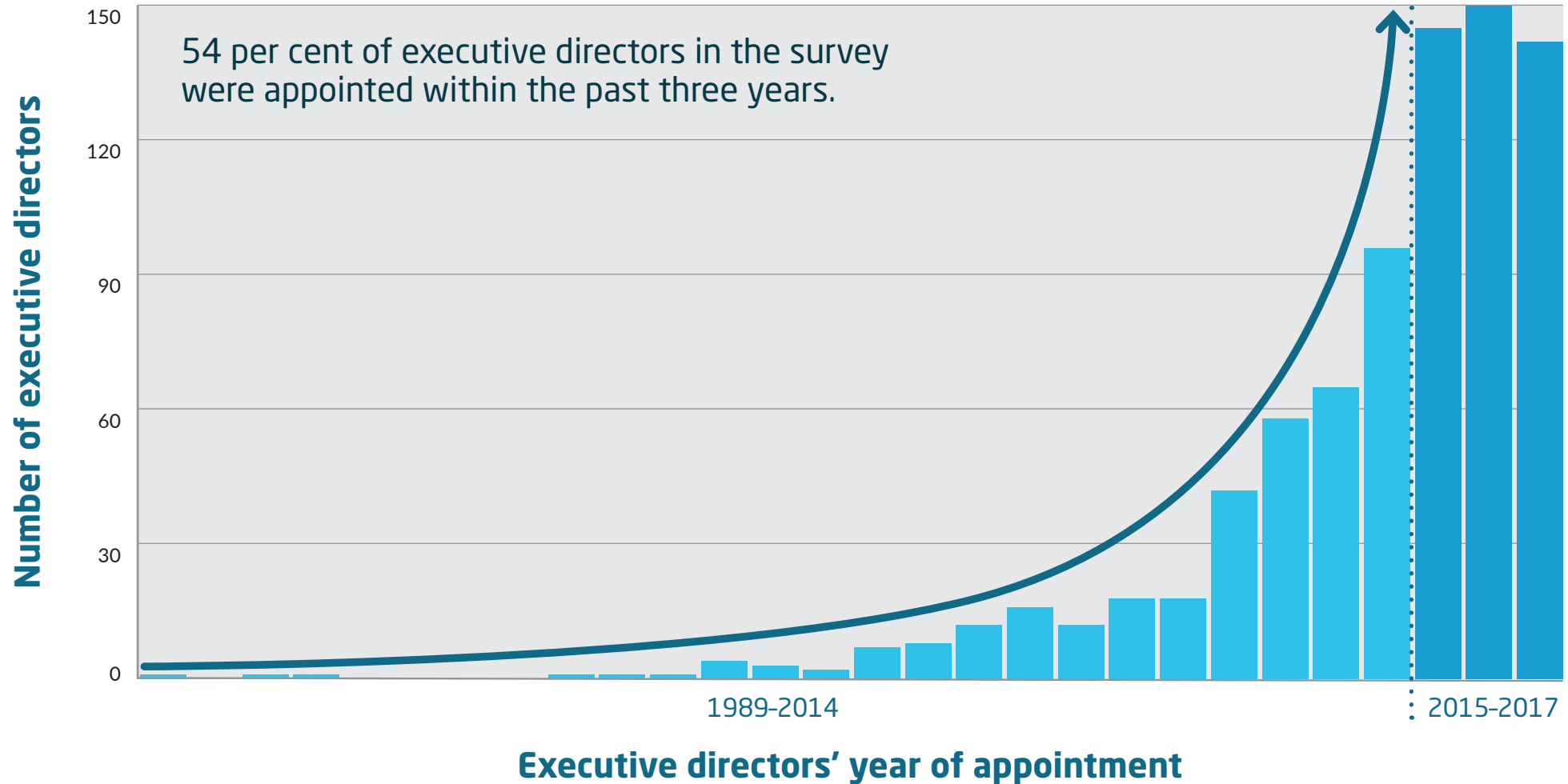


48 per cent of executive director roles in NHS trusts are held by women.

Source: Sealy 2017



Tenure of NHS directors



The median tenure of a chief executive



The median tenure of a chief executive was three years. Interviewees told us short tenure had a negative impact on organisational culture and stopped trusts engaging with strategic transformation.