The future of leadership and management in the NHS
No more heroes

Professor Chris Ham
Chief Executive, The King’s Fund
Terms of reference

• The purpose of the commission was to:
  ➢ take a view on the current state of management and leadership in the NHS
  ➢ establish the nature of management and leadership that will be required to meet the quality and financial challenges now facing the health care system
  ➢ recommend what needs to be done to strengthen and develop management and leadership in the NHS.
Membership

Chair: Chris Ham, The King’s Fund

- Professor Ross Baker, University of Toronto
- Dame Jacqueline Docherty, Chief Executive, West Middlesex University Hospital NHS Trust
- Dr Peter Hockey, Deputy Medical Director, NHS South Central and former Harkness Fellow
- Lord Tugendhat, Chair, The Imperial College Healthcare NHS Trust
- Professor Kieran Walshe, Manchester Business School
- Kate Lobley, Director of Leadership, The King’s Fund

Secretary: Nick Timmins, Public Policy Editor, Financial Times
What we did

• Call for submissions: 42 submissions received from organisations and individuals with a range of comments on the website
• Lecture series with Sir Richard Sykes, Sir Alan Langlands and Sir Liam Donaldson
• Six expert commission papers:
  • Developing effective leadership in the NHS to maximise the quality of patient care, Chris Roebuck
  • Recent trends in leadership thinking and action in the public and voluntary service sectors, Professor John Benington and Professor Jean Hartley, Warwick Business School
  • The NHS management workforce, Professor Kieran Walshe, Manchester Business School
  • The new leadership landscape: lessons from new leadership theory and new leadership development practice, Professor Kim Turnbull James, Cranfield University School of Management
  • Followership in the NHS, Professor Keith Grint & Clare Holt, Warwick Business School
  • Leadership in High Performing Health Systems, Professor Ross Baker, University of Toronto
Key messages

▶ NHS is over-administered and arguably under-managed.
▶ Regulation and performance management require staff to collect and report information up the line.
▶ Targets for cutting management costs appear arbitrary and should be revisited.
▶ Politicians should value and not denigrate leaders.
International evidence

- High-performing health care organisations focus on quality and leadership.
- They benefit from continuity of leadership and shared/distributed leadership.
- These organisations invest in leadership development – for a purpose.
Private sector experience

- Successful companies value leadership and talent management.
- Top tier leadership development organisations outperform their peers.
- Organisations with stronger leadership development systems outperform their peers.
- Simple actions make a real difference to performance and service delivery.