Strategy development - supporting providers and commissioners to improve care

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Mid Staffordshire NHS FT Public Inquiry

Keogh Review: quality of care and treatment in 14 trusts

Berwick Review: A promise to learn - a commitment to act

Kirkup: The Report of the Morecambe Bay Investigation
The quality challenge

“quality of care can be variable, preventable illness is widespread, health inequalities deep-rooted. Patients’ needs are changing, new treatment options are emerging, challenges of mental health, cancer and support for frail older patients and service pressures are building”
Change should be driven by strong local leadership

“We will back diverse solutions and local leadership”

“a more engaged relationship with patients, carers and citizens”

“Leaders of successful organisations should be ‘system architects’”
Top challenges identified by providers

Chairs and CEOs (2013 survey & 2014 conference)

“driving change across local health economies and leading quality improvement”

Medical Directors (2014 survey)

Cultural change
Leading and managing the profession/motivating teams
Delivery of quality and finance
Working effectively with commissioners and key stakeholders
Reforming the NHS from within

- Engagement
- Improvement based on commitment
- Leadership continuity, organisational stability, **clear vision and goals** & explicit improvement methodology
- Collective and distributed leadership
- Leadership development and improvement skills
Engaging staff (NHS Staff Survey 2014):

Only 31% felt that their managers involve staff in important decisions.

37% of staff felt that communication between managers and staff is effective.

29% reported that senior managers act on feedback from staff.

But despite this, 74% are able to make suggestions on how they could improve the work of their team or department.
‘Unclear/disjointed goals leading to ‘priority thickets,’ which eat up resources but which provide little in the way of clarity or coherent strategy’

http://qualitysafety.bmj.com/content/early/2013/08/28/bmjqs-2013-001947
Why focus on strategy development?

- Well Led
- Quality of plans variable
- Short term & internally focused
- CEOs/Chairs requested support
- 5yr plans — sustainability of services
The providers we worked with last year

- Salford Royal NHS Foundation Trust
- James Paget University Hospitals NHS Trust
- Lincolnshire Partnership NHS Foundation Trust
- Moorfields Eye Hospital NHS Foundation Trust
- University College London Hospitals NHS Foundation Trust

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We are committed to delivering top-quality patient care, excellent education and world class research

Safety
Kindness
Teamwork
Improving

Monitor
Making the health sector work for patients
Strategy development toolkit for providers

What determines your performance?

What futures do you need to plan for?

What is the best strategy for your FT?

How can your FT learn and adapt when the world changes?

What questions do you need to answer?

Where and how could the FT change?

How can you support making your strategy a reality?
Capability and capacity

Analytical
Workforce planning
Leadership to align local health & social care delivery
Joining up nationally and locally

“There is no substitute for every NHS organisation taking responsibility for the development of its leaders and for providing staff with skills in quality improvement”

Enabled with national and regional support

Thank you

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