Patient-centred leadership

Rediscovering our purpose

Nicola Hartley, Director, Leadership Development, The King’s Fund
Public Inquiry led by Robert Francis QC

- Raises major questions about the leadership and organisational culture at Mid Staffordshire NHS FT
- An unhealthy and dangerous culture
- Clear that organisational culture is informed by the nature of its leadership
- Top-down, command and control leadership style – “shame and blame”
The Francis Report

› The King’s Fund endorses and supports emphasis on leadership and culture

› Used thoughtfully the recommendations could transform the experience of patients and staff by introducing changes that will:
  – Strengthen leadership
  – Enable organisations to create a more caring culture

› We believe a transformation of systems, leadership and organisational culture is needed throughout the NHS if lessons are to be learned and acted on

The King’s Fund

Ideas that change health care
Let’s not forget...

▶ Unprecedented improvements made in patient care across the NHS during the period of the Inquiry

▶ NHS Staff are intrinsically motivated to help patients when they are vulnerable

▶ Failures primarily occur when the systems in which staff work let them down:
  - emanate from senior NHS leadership at national level
  - Systems and leadership in place in each and every local NHS organisation
Building the evidence base

› 2011
  – Massive, complex organisation like NHS requires top class leadership and management
  – Recognise value of distributed leadership

› 2012
  – Evidence base supporting better engagement

› 3 lines of defence:
  – Frontline
  – Boards
  – National organisations

The King's Fund
Patient-centred leadership

› Contributions from experts and researchers and The King’s Fund’s own expertise
› Summarise findings from Francis relating to culture and leadership
› 2013 Leadership Survey – 900 NHS professionals
› Role of leaders
› Challenges in changing culture
› Actions likely to promote care-centred culture

The King’s Fund
Ideas that change health care
Leading the NHS

Leadership of the NHS at a national level needs to:
- create the conditions
- Set clear goals and standards
- Reorient the organisational culture of the NHS

A key challenge – fragmentation of senior leadership following reforms
- Need to demonstrate commitment and ability to work together

Leadership in NHS organisations:
- Quality of care is first and foremost a corporate responsibility under leadership of boards

The King's Fund Ideas that change health care
2013 Leadership Survey

- Surveyed 900 professionals across the NHS

- 73% felt not enough priority was given to quality of care in the NHS

- Only 14% thought quality of leadership in NHS ‘good’ or ‘very good’

- Time/resources and organisational culture biggest obstacles to improving patient care
Leading the NHS on the frontline

➢ Nowhere is leadership more critical to improving care quality than in wards, clinics and general practices
➢ Often best performed by clinicians together with general managers
➢ Clinical teams perform best when their leaders:
  – Value and support staff
  – Enable them to work as a team
  – Ensure main focus is on patient care
  – Create time to care
➢ Team leaders more effective when:
  – They work in a group that emphasises shared and collective leadership
  – They establish well structured teams
Culture

▶ Basic values, shared beliefs, deep-seated assumptions and working practices that underpin how staff behave – the way things are done around here
  – Usually more than one culture
  – A web of sub-cultures each associated with different levels of power and influence
▶ Leadership = key to changing nature of any organisation
▶ Challenge = how to develop and sustain a different culture that always puts patients first
The way things will be done around here...

- Quality is the organising principle in the NHS
- Focus staff efforts on learning and improvement
- Support risk taking
- Accept failure when innovations don’t succeed
- Clinicians:
  - Understand the implications of choosing not to raise concerns about quality and safety
  - Fully engage in management, leadership and service improvement
- Clinicians and managers – build effective relationships
- Boards and CEOs create positive quality-oriented culture – what they say and pay attention to matters
Patients as leaders

- Enabling patients to help frontline teams to redesign services according to patients' needs
- True co-production to improve services and patient experience
- Key skills and approaches
- Recruited from a variety of backgrounds
- Clear about their role and expectations
- Access to support and development
What does this mean for Leadership Development?

- A chequered history
- Resources must be directed where they will have greatest impact
- Move away from traditional individualistic models of leadership towards leadership that is shared, distributed and adaptive
- Focus on:
  - developing individual performance *in order* to improve performance of team, organisation or system
  - Supporting networks of people practising leadership throughout an organisation

The King's Fund
Leadership Development

- Should be about how skills and behaviours can be honed and applied in the situations in which leaders find themselves, whatever their level in the organisation.
- Should tackle relations, connectedness and changing organisational practice and processes.
- How much organisational change will be achieved by the development of unconnected individuals?
- Development *with others in context* is the way to ensure organisational values, goals and culture are aligned.
In summary

- Journey to achieving consistently high performance is lengthy and complex
- Leadership in the NHS needs to be seen as shared, distributed and adaptive
- Difficulties of changing organisational culture must be fully acknowledged
- Size and complexity of NHS means actions must be aligned at different levels
- Responsibility for leadership and organisational development rests with every NHS organisation
- Without a coherent approach, leadership development will have limited impact
In summary

- Leaders must work on several fronts simultaneously to deliver success. They need to be:
  - Seeing quality as an organising principle
  - Building capabilities and skills for improvement
  - Engaging patients in their care
  - Promoting professional cultures that support team work
  - Provide consistent leadership themselves

- Most importantly, must create systems in which staff are supported to do the right thing
Finally...

- No quick fix – sustained effort at all levels to learn lessons and bring about difficult but essential changes in leadership and culture to prevent future failures

- The journey of improvement and of rediscovering our purpose starts here............