

LEADERSHIP IN HEALTH

Lessons from the NHS

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- Theory
- Structure (today)
- History
- Future

- Personality and Characteristics
- How Leaders Behave
- Task centred and Employee centred
- Situational or Contingency Theory
- Transactional and Transformational Leadership

SECRETARY OF STATE

DoH

Monitor

Health Care
Commission

Strategic Health Authority

Foundation
Trusts

Primary Care
Trust

NHS
Trusts

- 1984:** • Administration to General Manager
- 1990:** • Birth of Chief Executive and Executive Management
- 1998:** • Modernisation Agency
- 2000:** • NHS Plan
- 2001:** • NHS Leadership Centre

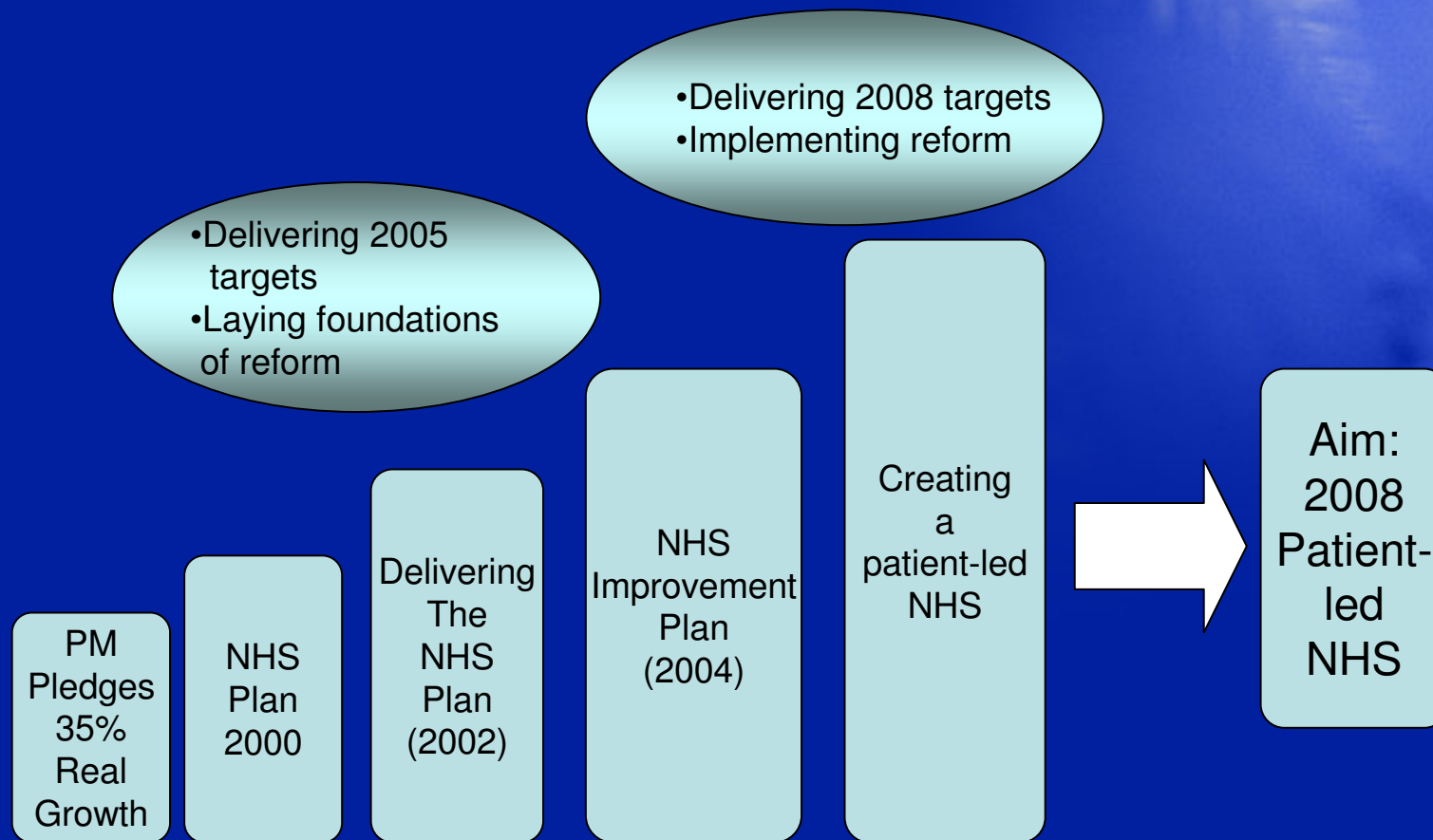
Leadership Qualities Framework



NHS Reform – pre 2000

- A decade of under-funding
- Poor standard of service – long waits for everything
- Poor fabric
- Poor public perception

Phases of Reform



What Have We Achieved?

- A&E
- Waiting lists
- Cancer and cardiac
- PFI and capital investment
- Staffing

Agenda for the Next Three Years

- Targets (18 weeks)
- Public Health
- Primary care and long-term conditions
- Social care
- Quality
- Value for money

But....

- Diagnostics
- MRSA/Healthcare Acquired Infection
- Primary care access
- Dentistry

Quality

- Healthcare Commission standards/ inspection
- NICE
- National Patient Safety Agency
- Basic standards
- Clinical indicators
- Patient/public power

Value for Money – Three Elements

- System reform
- Streamlining
- Service effectiveness/efficiency

CHOICE

PLURALITY

INCENTIVES

SYSTEM
REFORM

CAPABILITY

OPERATING
FRAMEWORK

Long Term
Conditions

Patient
Experience

IM&T
Programme

18 Weeks

Workforce

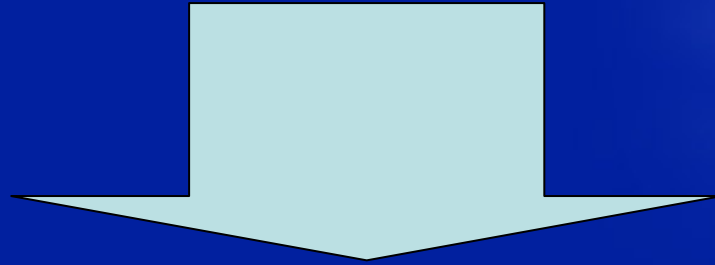
Social Care
Regime

Streamlining

- Gershon
- Arm's Length Bodies review
- Department of Health

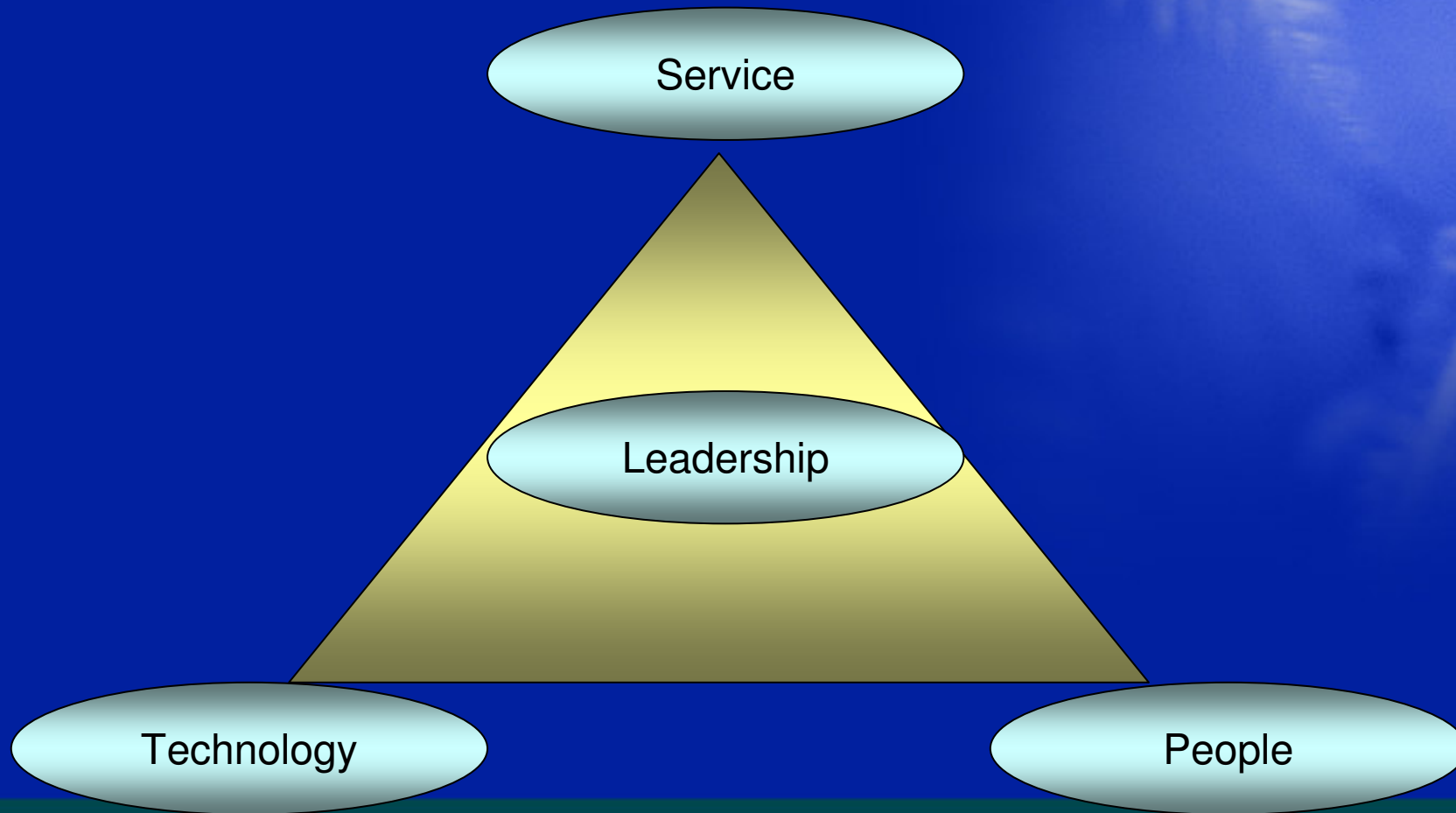
Service Reform

- Modernisation Agency
- NHSU



- NHS Institute

New Approach



NHS Institute for Innovation and Improvement – Early Priorities

- Learning
- Leadership environment
- Service transformation
- Product and technology innovation
- Primary care and long term conditions
- MRSA/Healthcare Acquired Infection
- Improving productivity
- Achieving the 18 week wait

The NHS Institute will help

- Build local capability
- Speed improvement
- Encourage innovation

Innovation

- Health Industries Task Force
- Hubs
- Innovation Centre (as part of the NHS Institute)

Research and Development Strategy

- Investment
- New strategy

