

7th National Scottish Medical Education Conference

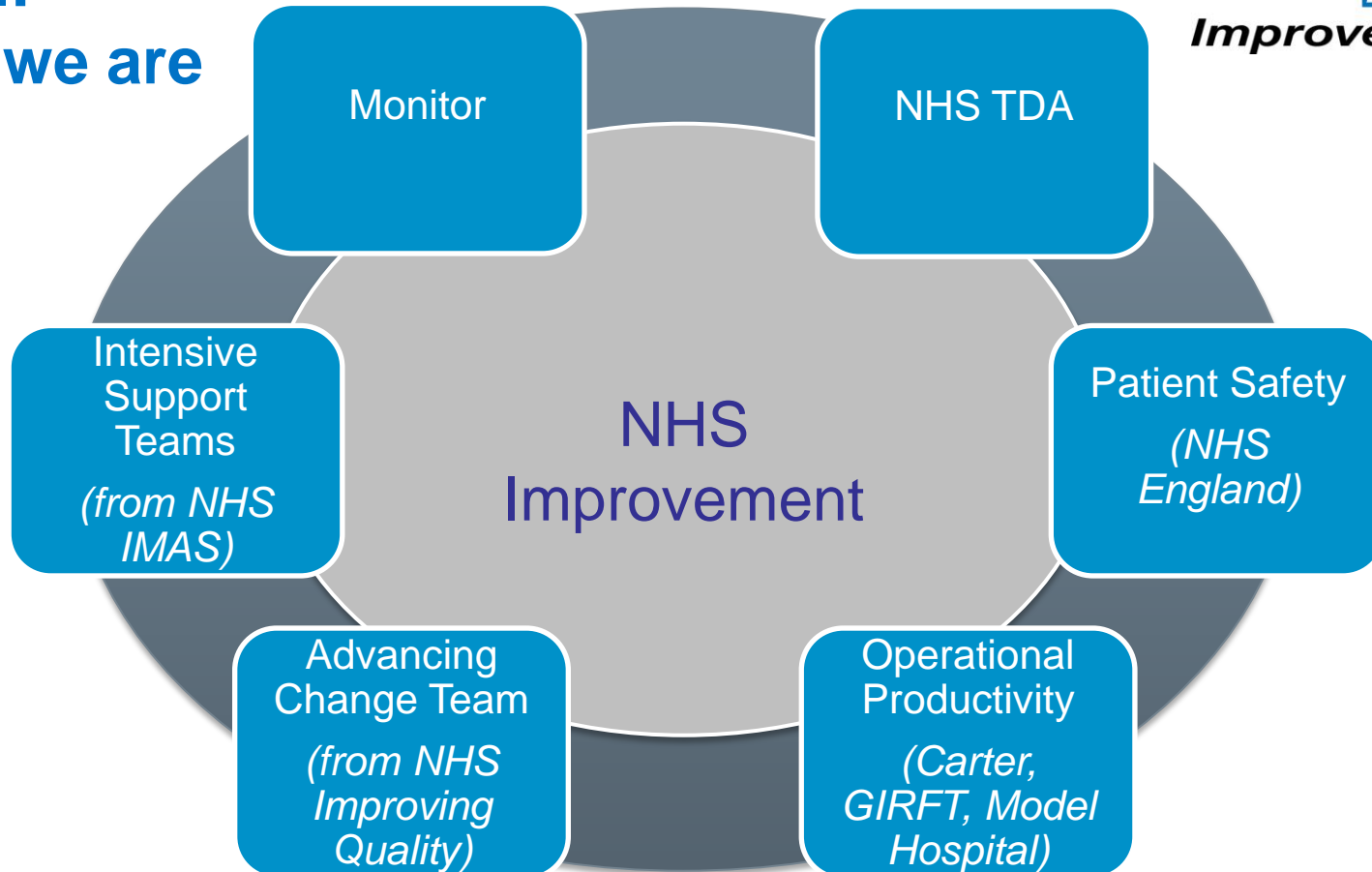
The NHS – Delivery, Leadership and Education

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NHSI: who we are



The here and now

- A System under immense strain
- An endless negative narrative
- Pressures being felt in:
 - supply shortages etc...
 - over specialisation
 - Hospital, Community, Primary /Secondary, Physical/Mental health
- Morale
- Recruitment and retention – healthcare professionals like others have shifting life priorities
- Post-grad medical education changes
- Clinical leadership expectations within and beyond hospital walls
- Employer and public expectations
- Providing vfm care

But...

- Still the best system in the world



Some interrelated issues...

False Binaries...

- Delivery focused **or** development
- Money **vs** Quality
- Need more money **vs** Current variation and waste
- Workforce focus **vs** Business focus
- Patient needs **vs** Staff needs
- Today **vs** the Future
- Institutions **vs** Systems
- Individual clinician **vs** Institution



Some interrelated issues...

A reminder...NHS is a people business

- Top 5 by scale, employers in Europe
- 70% of cost is tied up in workforce
- Clinical practice is about human interaction
- Key clinical staff are in short supply
- Key clinical staff are our most valued asset
- Success on all fronts depends on our workforce



Successful healthcare organisations...

- Have a clear purpose
- Have an effective method to deliver that purpose (Improvement methodology)
- Are engaged with patients and population
- Have very engaged staff
 - Education
 - Structured development and OD
 - Coaching
 - Quality
 - Business awareness and decision making
 - Leadership (quality, longevity, clinician/manager alignment)



Some specifics...

- Sustainable service models
- Focus on quality and standards
- Clinical leadership model
- Education supervision, leadership and experience
- Recruitment and retention
- Service improvement, innovation and appetite for change
- Decision making, devolution and earned autonomy
- Values...
- A “deal” or “compact”



Some things to think about...

- Resources have always been, and always will be constrained
- Demand has always grown and may always do so
- The pressure of innovation should always be with us, and is a good thing
- Expectations should always be high and stretch us



Some things to think about...

So, we either give in to the negativity, or we...

- Engage...
- Influence decisions
- Challenge ourselves, our teams, our institution
- Try new things and innovate
- Create circumstances and adapt, rather than being a victim of circumstance
- Look outward and forward, don't dwell in the past...
- Lead...



Some things to think about...

An example...

- English NHS spends c £8bn (of £120bn) on primary care...
- It also spends estimated £15-£20bn on out-patients (of which c £5bn relates to follow ups)
- A large chunk of our capital requirement is out-patient space (and 20% of the average DGH footprint)
- It ties up valuable clinical resource, with limited clinical impact or value
- It is reported as being boring and repetitive...
- Patients tell us it is wasteful of their time and of limited value
- Is incredibly outmoded delivery mechanism (what about digital offerings etc...)
- Yet, we are locked into this as a model rather than challenging it

The future ...

- Autonomy and localism will re-emerge
- Systems **and** people
- Teams
- Generalism vs Specialism
- Hospital and out of hospital care
- Consumer orientation
- Data and technology integral to care delivery
- Agility and flexibility
- Resilience
- Caring and compassion
- Standards
- Money and accountability
- Continuous improvement / change - don't stand still



So...

- The NHS is still the envy of the world

But,

- it can be much better than it currently is
- Resources are very tight

But,

- there is huge waste
- We look at the challenges as binary

But

- they are related

So,....

- It's a people business and we forget that at our peril
- We need to focus on the people, don't accept that decline is inevitable, engage and lead....

Questions?

Thank you and keep going...