

ROSE REVIEW

NHS LEADERSHIP



What's the big deal? A question for all of us

What's it all about?

In 2012, the Health and Social Care Act resulted in a radical change in the structure of the NHS. It moved the system's management away from the government and placed clinical leadership in the centre of the NHS with the creation of the 211 Clinical Commissioning Groups (CCGs) which are autonomous statutory bodies led by GPs.

In early 2014, the Secretary of State requested Lord Rose, former executive Chairman of Marks and Spencer to perform a review of this new leadership and management structure of the NHS. The review published in July 2015 examined the leadership in hospital Trusts and CCGs and made recommendations on how NHS leadership should be strengthened to deliver the Five Year Forward View.

The review identified and made recommendations on three main areas of concern: **Vision, People and Performance.**

Vision



The problem:

- No consistency in what we think good practice looks like.

The proposed solution:

- A focused, collective vision for the NHS
- A single communication strategy to inform staff, Trusts and CCGs and to share best practice
- A single document describing the core values of the NHS as a whole.

People



The problem:

- There is a 'change fatigue' amongst staff in the NHS but change and improvement are necessary
- Sporadic training, with clinicians not taught how the system works
- Lack of clear career pathways in leadership and management
- Silo working.

The proposed solution:

- Health Education England to be the single body coordinating leadership and management training in the NHS
- Increased support to the NHS Leadership Academy
- Creation of a NHS wide comment board where staff and organisations could share best practice
- Minimum term contracts for senior managers such as CEOs.

Performance



The problem:

- Lack of constructive appraisal, with only 38% of staff in 2013 reporting having a well structured annual appraisal
- Burden of bureaucracy with too many regulators
- Target driven, vertically structured system.

The proposed solution:

- Regular simplified appraisal across the NHS
- Training for staff in giving and receiving appraisals
- Development of an appraisal system for NHS organisations, like Trusts and CCGs
- Merger of Monitor; regulator of Foundation Trusts; with the Trust Development Authority; regulator of Trusts yet to achieve received

Why is it important for clinicians?

- The review reiterates the need for training in leadership and management across all grades and disciplines
- It brings the focus back on 'people' and highlights the fact that staff are one of the most important assets of the NHS
- It highlights the need for more support for people wishing to forge a career in management
- It is consistent with initiatives in the medical profession: revalidation established by the GMC, the *Leadership and management standards for medical professionals*, the revalidation and appraisal guidance for medical leaders, and the *Leadership and leadership development in healthcare: the evidence base* published by FMLM.