NHS Providers

LEADING AN NHS PROVIDER IN A JOINED-UP HEALTH AND CARE SYSTEM: WHAT ARE THE OPPORTUNITIES AND CHALLENGES?

SPEAKERS

Stephen Dalton, Non-Executive Director, Greater Manchester Mental Health NHS Foundation Trust

Steve McManus, Chief Executive, Royal Berkshire NHS Foundation Trust

Claire Murdoch, Chief Executive, Central and North West London NHS Foundation Trust

Michael Macdonnell, National Director of Health System Transformation, NHS England

Session summary

- Stephen Dalton presented his work with a group of 10 trust chief executives to explore what future system leadership should look like. All members of the group are in their first chief executive post and represent a new generation of leaders, for example 8 out of 10 are women. Stephen explained topics of deliberation among the group are: speaking about privileges of the job, focusing on the communities they serve, demonstrating a can-do attitude while being open about the challenges they face

- Steve McManus, a member of the aforementioned group, shared his experiences since becoming an NHS chief executive in January 2017. He outlined the opportunities and challenges presented by working as a system and with regulators, in the rapidly changing environment. Steve's trust is part of the Berkshire West accountable care system (ACS); the ACS has implemented a memorandum of understanding which is now being put to the test, through collaboration around new clinical pathways. The ACS will then focus on working with the four primary care federations. Steve explained that a balance must be found between organisational and system leadership, and that the support of the chair, board and governors was key

- Claire Murdoch described the size, spread and complexity of the services offered by her trust, including specialist services across the whole of England. She explored how this chain model still enabled a place-based offer when thinking about integrated community services and mental health care. Claire stressed that patients with complex and acute conditions can be looked after in the community. She argued that pressures on acute hospitals can only be tackled through community services, prevention and self-care

- Michael Macdonnell made five predictions for the NHS provider sector. Firstly, more trusts will focus on tackling some of the systematic problems they face. Secondly, trusts will collaborate more meaningfully

with each-other in areas such as workforce, resulting in the emergence of more group models and chains. Thirdly, trusts will integrate more with primary care and mental health services to moderate demand. Fourthly, the sector will move from payment by results to blended payment structures to align incentives. Finally, the best trust leaders will become system leaders.

- Questions focused on the role of clinical expertise in system leadership, moving the discussion from acute hospitals to primary, community and social care, and the role of public governors.