A perfect storm...

Demand rising and becoming more complex

Constrained NHS finances; drop in productivity

Staff shortages, low morale, burnout, moral injury

Industrial action

Patient care and risk

.... amplified by debate about the future
At a time of strategic change...

Moving to a focus on the wider determinants of health, reducing health inequalities and taking a more preventative approach. Ensuring sufficient investment in care in the community and the home. Enabling local integration between health and care.
What boards are telling us....

- Executive teams overstretched
- Staff burnout and ‘moral injury’ impacting recruitment and retention
- A focus on patient safety
- Variable risk appetites across ICBs; ICSs at varying levels of maturity
- Sense of a disjoint between operational pressures and regulatory response:
  - breach of licence
  - indicators in the red
  - requirement for balanced financial plans
  - CQC approach largely seen to be out of touch
- Limited headspace for transformation;
  - Concern about the need to invest in prevention and tackle health inequalities as longer term solutions
- A need to attract and retain talented non-executives as well as core staff
Identifying where trust boards do and don’t have agency to act

Continuing to invest in board development and board away days – as a ‘must do’ because of, rather than in spite of, the pressures

Working collectively with peers in neighbouring providers to ensure a two way dialogue with NHSE regional teams

Starting where the energy is to creating leadership and management headspace to offer services differently

Developing collective understanding of risk and developing risk based approaches at system levels

Seeking out peer support

Please also see NHS Providers brochure for our full range of support and let us know what more we can do help you in your roles.
THANK YOU

Miriam.Deakin@nhsproviders.org