

# **Challenges in modern healthcare A "whole systems" approach experience from the NHS in England**

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**A review of the last 15 years  
of reform of the largest  
integrated healthcare system  
in the world: The NHS.**

# Outline

Health Reform

Leadership

Lessons from Health Reform

# Health Reform

**Phase I**

**Phase II**

**Phase III**

- Consolidation 97-2000
- Cash for Change - Targets/Contracts/NSF
- Levers
- Use of Independent and Private Sector
- National Programme for IT
- Results

# Health Reform

**Phase I**

**Phase II**

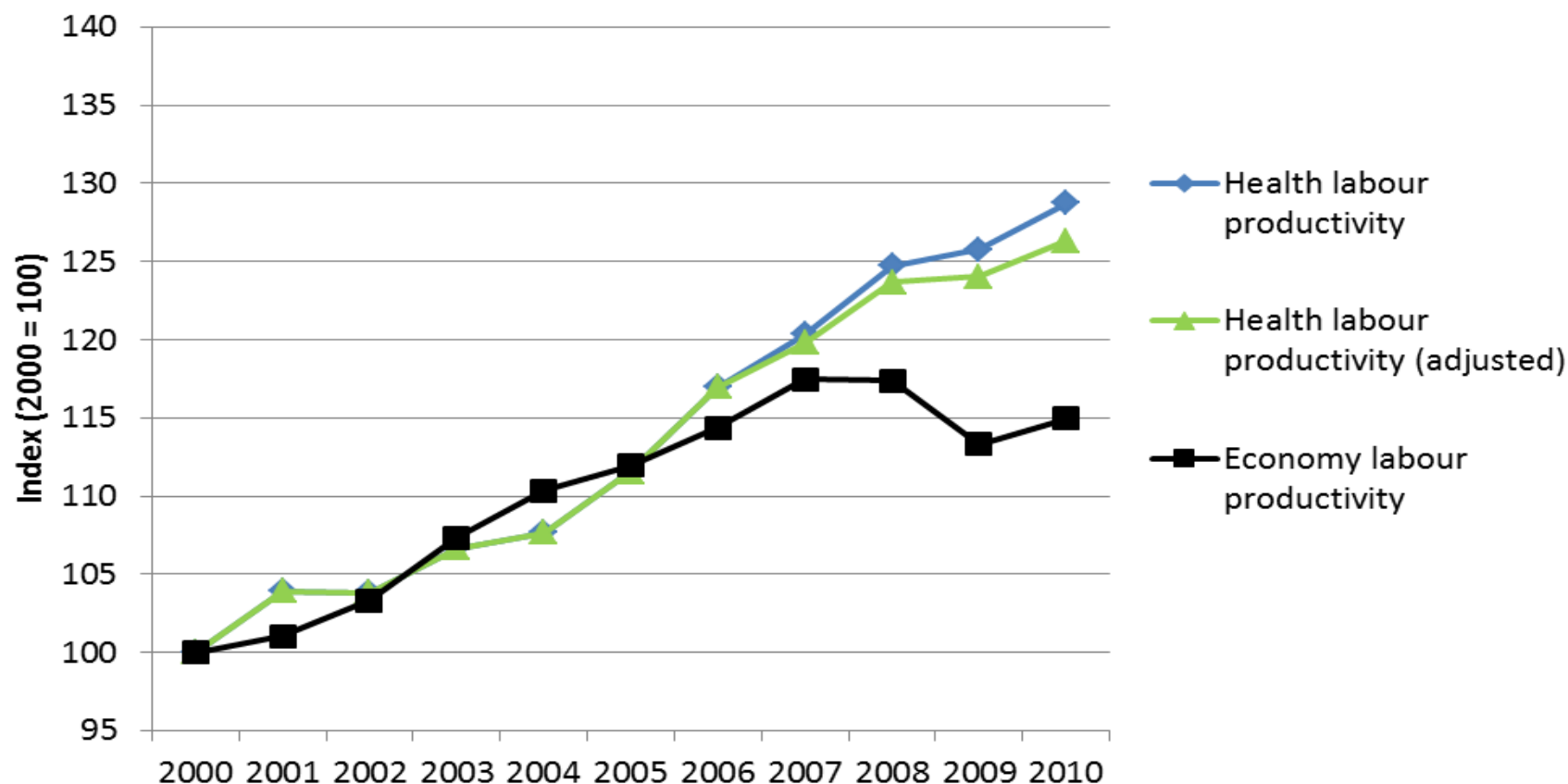
**Phase III**

- Quality – The Organising Principle
- Measurement
- Transparency
- Clinical Engagement

# Q.I.P.P.



# Labour Productivity Growth in UK



(ONS, Public Service Productivity Estimates: Healthcare, 2010 – Reference Tables 3 and 5)

(ONS, Labour Productivity, Q4 2012 Dataset, 2013 – “Output per Hour Worked” column)

# Health Reform

**Phase I**

**Phase II**

**Phase III**

- Health and Social care act
- Clinical commissioning
- Competition
- Independence



# Health Reform - Challenges

- Patient power
- Primary Care
- Integration
- Urgent Care
- Elective Care
- Specialised Services

# Outline

Health Reform

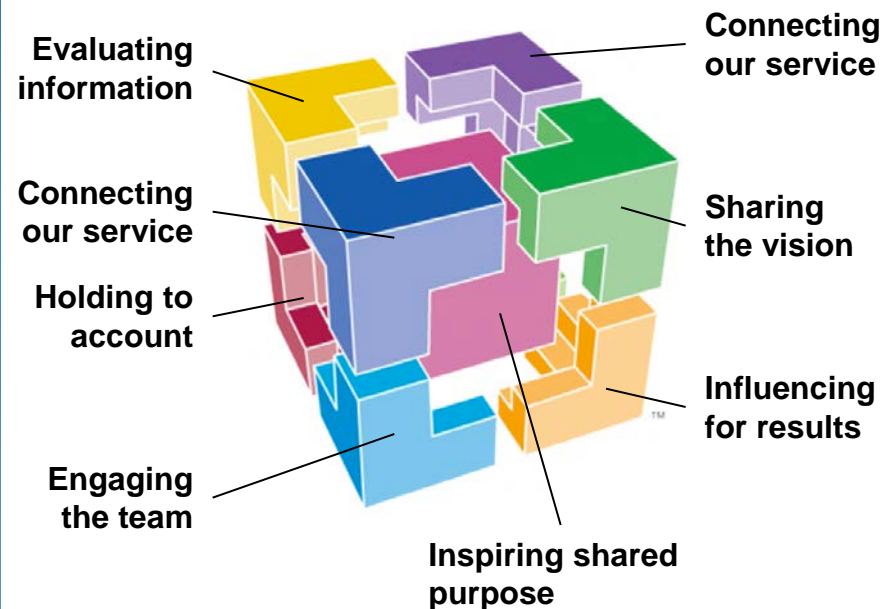
Leadership

Lessons from Health Reform

# Leadership

- Nature of Leadership
- Top Leaders Programme
- NHS Leadership academy
  - Edward Jenner Programme – Leadership Foundations
  - Mary Seacole Programme – Leading Care I
  - Elizabeth Garrett Anderson Programme – Leading Care II
  - The Nye Bevan Programme – Leading Care III
  - The NHS Top Leaders Programme

## The Healthcare Leadership Model



# Outline

Health Reform

Leadership

Lessons from Health Reform

# Lessons from Health Reform

- 1 Clear objectives with political leadership and demonstrable short-term progress
- 2 Leadership capacity and capability in place
- 3 Payment systems simple and understood – connected to overall objectives
- 4 Comprehensive approach to workforce, planning, productivity and payment systems

# Lessons from Health Reform

- 5 A definition and approach to quality understood by Clinicians
- 6 An approach that emphasises measurement and transparency
- 7 A system wide approach to Clinical engagement

# Lessons from Health Reform

- 8 Competition for a purpose – level playing field and the importance of quality
- 9 Simplified, clinically influenced, payment systems
- 10 Regulatory systems, properly resourced, clinically and patient focused

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