

S11.1

Value Driven Healthcare

14:30 Convention Hall B

Better Quality through Leadership*Dennis C**Australian Council on Healthcare Standards, Australia*

The importance of good leadership in healthcare quality improvement is acknowledged unquestionably.

However key findings following inquiries into high profile system failures, repeatedly raise issues about leadership and culture, accountability and responsibility and, systems for safety and quality. For example, Australia 2002: 'Lessons from the Inquiry into Obstetrics and Gynaecological Services at King Edward Memorial Hospital 1990-2000' identified that a lack of active involvement in important safety and quality issues at Board and hospital management levels had occurred over many years. The Hospital's leadership and management problems were evidenced by a negative work culture, non-existent effective support systems, inability to make important decisions affecting safety and quality and, non-compliance by senior staff with hospital policy.

Bundaberg Base Hospital (BBH) and Queensland Health made national headlines in May 2005 as a result of Dr Jayant Patel, a general surgeon employed at BBH, being named in Parliament by the local Member of Parliament, who was briefed by a whistle-blower. The inquiries and events that followed led to the resignations of the Queensland Minister for Health and the Director-General of Queensland Health; in BBH, the General Manager and the Director of Medical Services resigned, and the Director of Nursing was suspended.

In February 2013, the report of the independent inquiry by Robert Francis QC into events at Mid Staffordshire NHS Foundation Trust from 2005-2009, described leadership that was more interested in finance, targets and achieving foundation status – putting corporate self-interest ahead of quality care and patient safety.

The role of leadership in relation to instilling cultures of patient safety and high performance is critical. The presentation will explore this further in the context of high profile system failures and the lessons learnt and, sometimes not learnt, by health service leaders.