

The Importance of Inclusive Leadership in the NHS

Yvonne Coghill
National Programme Lead

Our NHS

- £110 billion 09/10
- Employs over 1.4 million members of staff
- 650,000 qualified nurses and 128,000 doctors
- Delivers over 14 million episodes of admitted patient care a year
- 64 million outpatient and A&E attendances
- 70 consultant specialty areas
- From more than 300 NHS establishments
- 290 million GP consultations per year
- In around 5,200 GP practice premises.

The 1st Principle Within The Constitution

- ***The NHS provides a comprehensive service, available to all irrespective of gender, race, disability, age, religion or sexual orientation. It has a duty to each and every individual that it serves.***
- At the same time, it has a wider social duty to promote equality through the services it provides and to pay particular attention to groups or sections of society where improvements in health and life expectancy are not keeping pace with the rest of the population.

Context

- The country is becoming increasingly diverse
- Health inequalities are widening in society
- The Inclusion agenda is laden with complexity reaching far beyond the NHS
- It is a difficult agenda

Inequalities in our System

- 2008/09 BME patients less satisfied with the NHS services than white patients
- Visibly different patients complained more of poor access, longer waiting and lack of information
- Less likely to build good relationships with staff
- No real changes in two years
- 5 CEOs from a BME background
- 6 BME executive nurses England
- 45% BME Drs < 3% Medical Directors
- 45% Women are in executive positions

Five NLC Priority Areas



Clinical Leadership

The Clinical Leadership Programme will map the landscape of leadership for all clinical groups seeking to provide coherent trajectory of certified leadership training commensurate with need.



Board Development

The Board Development Programme will enhance the professionalism and quality of NHS boards and equip them to meet both immediate economic challenges and longer-term objectives.



Top Leaders

The Top Leaders Programme aims to create a supply of people from within the NHS to take on the most challenging roles. It will invest in the development of senior leaders and their potential successors.



Inclusion

The Inclusion Programme will seek to ensure that inclusion is a principle factored into how the NHS enacts leadership and into all aspects of leadership development.



Emerging Leaders

The Emerging Leaders Programme aims to inspire potential leaders and bring them together in physical networks and through the use of social networking and new media to share experiences, define expectations, and facilitate rapid learning.

Inclusion Workstream

- To develop an NHS leadership which is inclusive, reflecting the communities we serve and the workforce we lead and which systematically removes barriers to leadership for talented people from all backgrounds, ensuring everyone counts
- The approach is to develop existing, emerging leaders and Boards to model inclusion and be true believers and leaders of diversity.
- That all leadership development promotes inclusive mindsets and skills, and makes inclusive leadership the answer to the increased innovation needed to deliver quality, improvement and productivity

The Inclusion workstream

- 1. We have begun conversations with Senior leaders in all SHA , visiting Regional Chief Executive Forums or Local NHS Leadership Councils to co-produce success measures for inclusion at local level**
- 2. We are commissioning a handbook of what works in delivering inclusive leadership for use by NHS organisations across England**
- 3. We are working with four SHA areas to discover what is making a difference on the ground to improving inclusive leadership in their areas and identify the leadership behaviours that enable this**
- 4. We are to work with 6 different Boards to co-produce a development process focusing on inclusion as a strategic business issue, making the connection between diversity and inclusion and core business, and leveraging diversity for innovation and improvement**
- 5. We are investing in a number of innovative local activities designed to accelerate change locally and which we aim to scale up for wider use in the NHS, this includes developing a cultural competency model, and work to access “different” leaders from the populations we serve.**
- 6. We are also talking with key national bodies to ensure inclusion as a principle is factored into work at all levels**

More inclusive leadership will

- Command more confidence and commitment from the general public and staff
- Be more sensitive and in tune with the needs of local populations and better able to address health inequalities and deliver services appropriately tailored to need.
- Ensure the NHS is the employer of choice for the populations we serve, attracting and retaining the most talented staff and engaging a wider range of perspectives, voices, knowledge and expertise.
- Act as a driver for innovation, releasing untapped talent for quality, improvement and productivity

The only thing that all of us have in common is that we are all different and different people bring different qualities to everything they do.

