Delivering Strategic Change in Health Care

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12th May 2016
Health services are under unprecedented pressure

Unacceptable variation & Financial gap
Recent A&E performance in England has been declining

Percentage spending more than four hours in A&E from arrival to admission, transfer or discharge

Source: NHS England
Waiting times for treatment are increasing

Source: NHS England
There is large variation in access

Percentage of emergency admissions for excision colorectal surgery that had planned access to adult critical care by CCG (2013/14)

Source: NHS Atlas of Variation 2015
There is also large variation in outcomes

Percentage of people aged 15-99 years who survived one year after being diagnosed with any cancer by CCG; Adjusted for case mix and demographics (2012)

Source: NHS Atlas of Variation 2015
Variation in stroke care after the implementation of London Stroke programme

Thrombolysis

Scanning

Source: NHS England
Significant variation also exists in patient experience (1/2)

Score rating women’s experience of labour and birth by NHS Trust, standardised for age and parity (2013)

Source: NHS Atlas of Variation 2015
Significant variation also exists in patient experience (2/2)
Mean length of stay (days) for asthma in children aged 0-18 years by CCG

Source: NHS Atlas of Variation 2015
Big and widening financial gap...

Surplus of NHS trusts and foundation trusts, £m (2010-2016F)

Source: Department of Health
... with significant variation between trusts

Trust deficits and surpluses as percentage of income

Source: Department of Health
People with complex needs consume significant resources – this must be tackled across organisations.

Source: Carnall Farrar Client Data, Carnall Farrar Analysis
Why is it so difficult to tackle this?

1. It’s personal for everyone high stakes
2. Powerful professional interests
3. Political exposure
4. Complicated systems inadequate resources and data
5. Misaligned incentives
The NHS is a hot political issue

General election poll – what do you see as the most important issues facing Britain today, % top mentions; Feb 2015

- NHS: 41%
- Immigration: 34%
- Economy: 30%
- Unemployment: 20%
- Poverty / inequality: 18%
- Education / schools: 16%
- Defence & terrorism: 15%
- Housing: 13%
- Low / fair pay: 12%
- Crime / Law & Order: 11%

Source: Ipsos MORI 2015
What makes change possible?

1. A compelling case for change
2. Transparency on evidence
3. Clinical leadership
4. Ruthless focus on priorities
5. Matching scale with authority
What can national leaders do?

1. Intervene effectively to prevent failure
2. Tackle the labyrinth of bureaucracy
3. Develop whole system incentives
4. Support leaders in difficult roles
What can local leaders do?

1. Work across silos build bridges not walls
2. Absorb uncertainty and ambiguity
3. Support people to take risks and innovate
4. Don’t hide behind bureaucratic language
5. Never ever let cynicism sap your energy and enthusiasm as a leader...it will infect everyone
6. Create case for change with evidence and use it to speak truth to power