
Healthcare leadership for challenging times: Reducing costs through quality improvement

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WHAT WE DO IS IMPORTANT.
SO DOING IT WELL IS REALLY IMPORTANT
EVEN MORE SO IN TOUGH TIMES.



THE NHS

CONSTITUTION

the NHS belongs to us all

The NHS belongs to the people.

It is there to improve our health and well-being, supporting us to keep mentally and physically well, to get better when we are ill and, when we cannot fully recover, to stay as well as we can to the end of our lives. It works at the limits of science – bringing the highest levels of human knowledge and skill to save lives and improve health. It touches our lives at times of basic human need, when care and compassion are what matter most.

Content

- The generational challenge for improvement
- Improving improvement
- Improving ourselves as leaders

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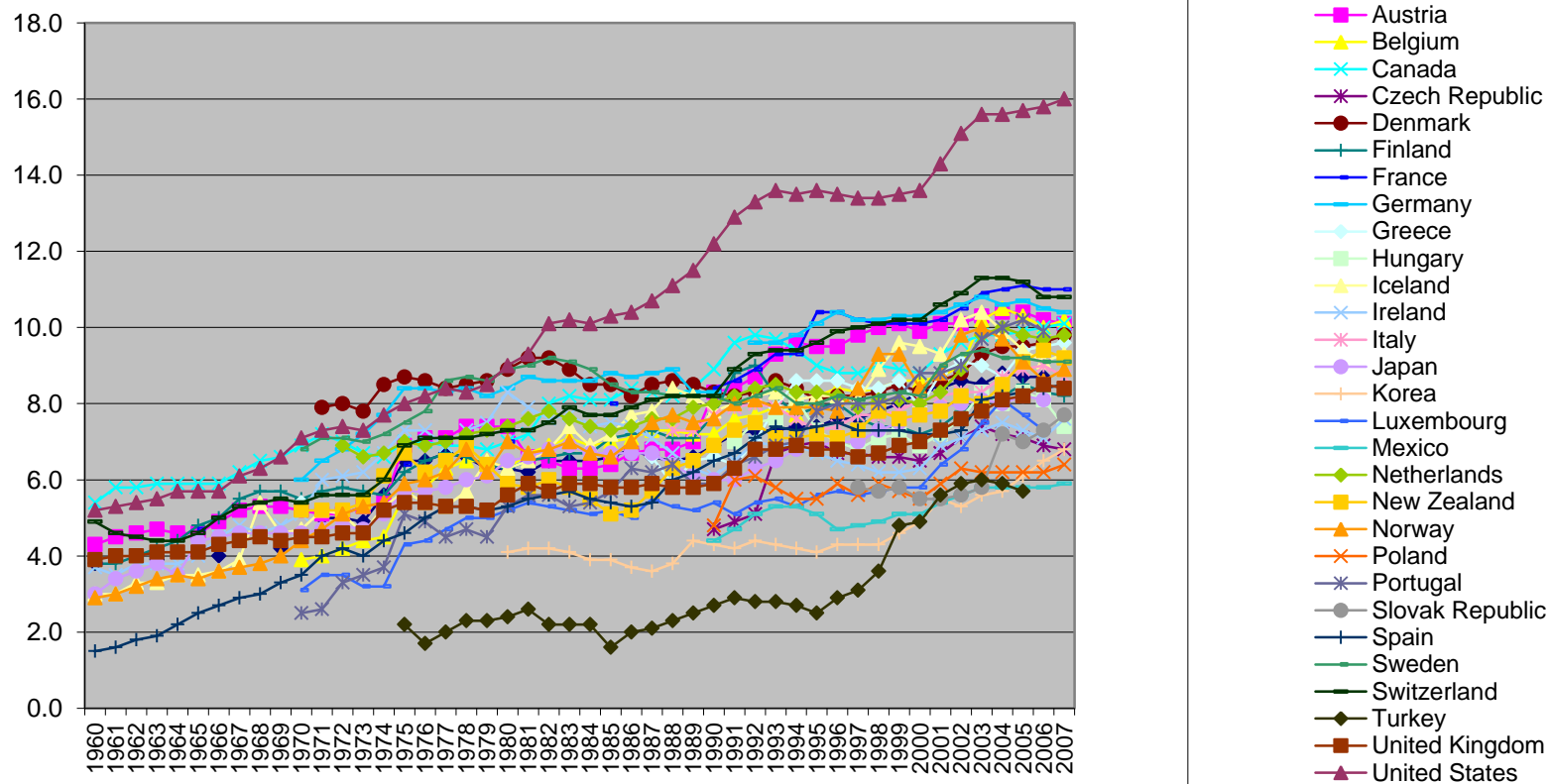
The generational challenge for improvement

We are the generation of healthcare leaders who stand on the brink of revolution

- The cost revolution
- The quality revolution

The cost revolution

OECD 2009: Total Expenditure on Health, % Gross Domestic Product



The cost revolution

- Total spending on [US] health care would rise from 16 percent of gross domestic product (GDP) in 2007 to 25 percent in 2025, 37 percent in 2050, and 49 percent in 2082.

US CENTRAL BUDGET OFFICE, 2007

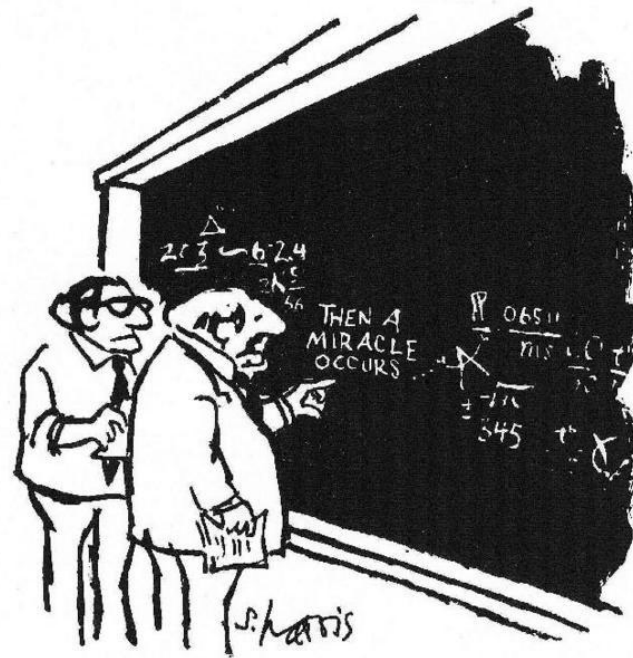
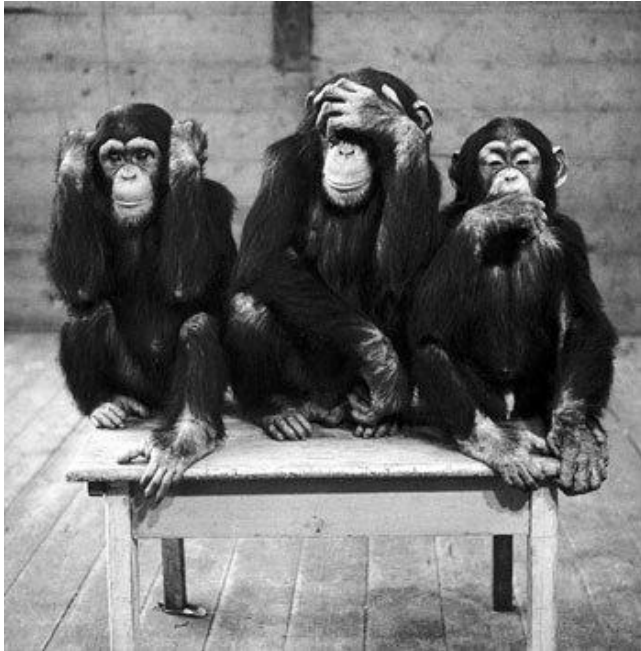
- From 1990 to 2005, health spending in real terms rose almost twice as fast as gross domestic product (GDP) across countries in the Organisation for Economic Cooperation and Development—4.5% compared with 2.5%

Bosanquet, N. BMJ 2008; 337:a1040

- By any definition – this is unsustainable

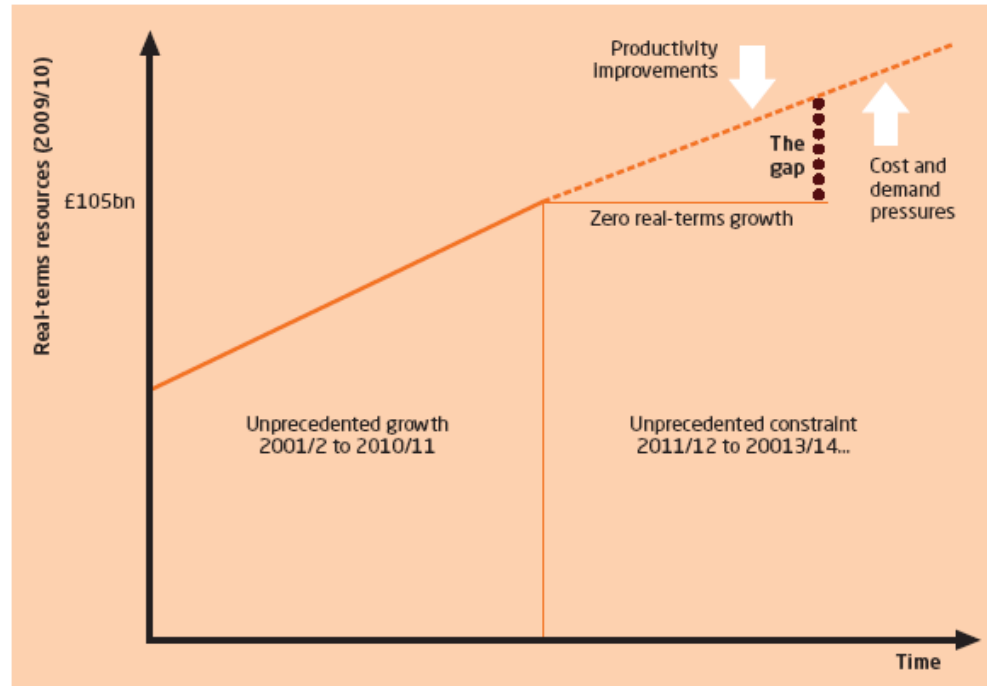
The cost revolution

Our strategy for dealing this usually looks like one of these...



"I think you should be more explicit here in step two."

In England we are facing this now – but we all face it



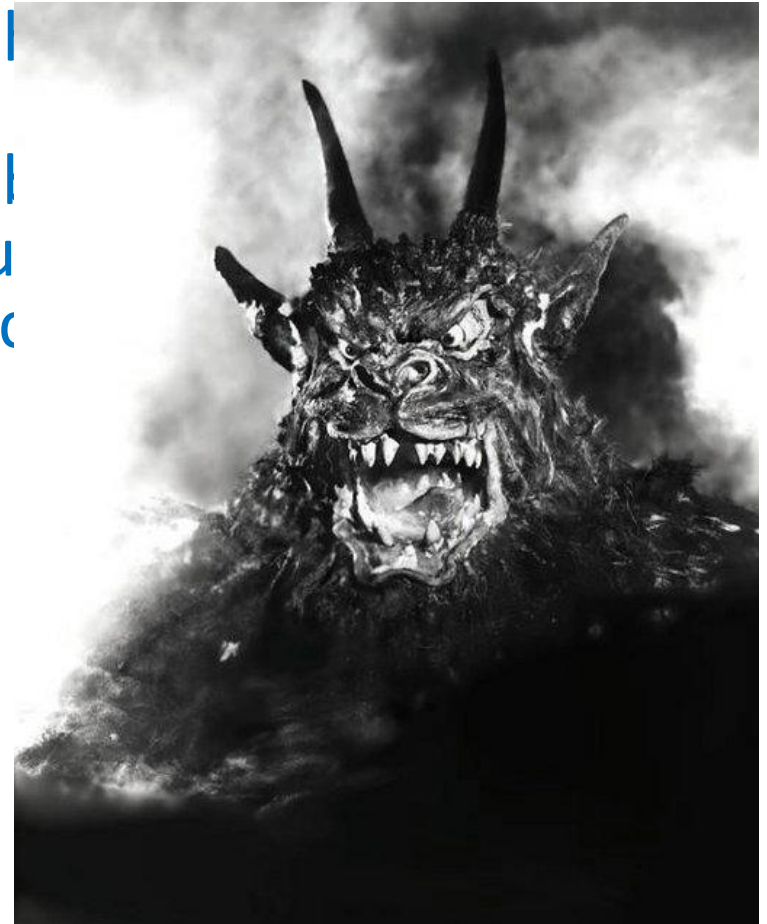
£20 billion of savings by 2014....and quality up

The cost revolution

- If we are not the generation of leaders that begin to tackle the cost revolution, we will be putting at risk the availability and quality of care for our children and grandchildren.

It's important.

It's an ethical issue.



The quality revolution

- This audience understands the opportunities of the quality revolution as well as anyone in the world
- The public we serve, nor ourselves, will accept a continuation of the history of harm and error and delay
- We know what to do, and have examples of staggering success, but we have yet to turn these into a self-improving industry

And in response to these three revolutions...

- Healthcare systems around the world are turning to quality improvement to maximise the opportunities and address the threats
- This makes it the most important moment to date in the journey of leading healthcare improvement
- We have to make our healthcare improvement capability fit to meet this challenge

Content

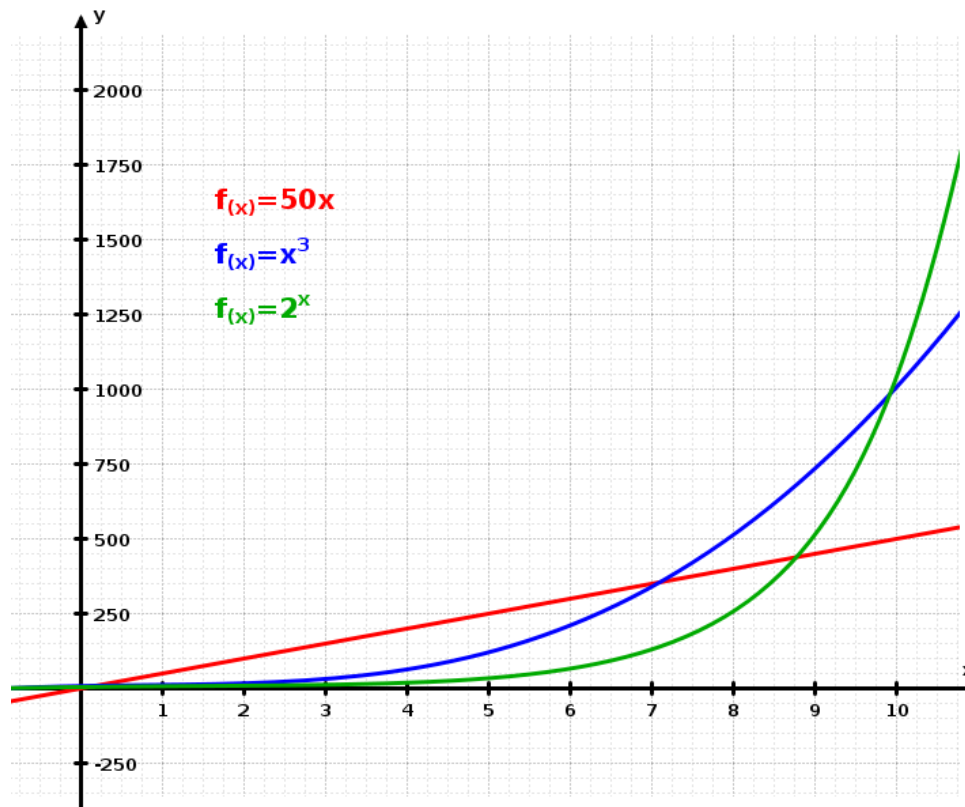
- The generational challenge for improvement
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Improving Improvement

Let's take a moment to be proud of what we as an improvement movement have achieved over the last 20 years.

Improving Improvement

Is our rate of improvement sufficient?



Improving Improvement

So let's also face up to what we still need to do:

- to make improvement spread more quickly
- to make improvement more sustainable
- to link quality and cost in a mature way
- to change the culture of professional and institutional domination to patient and family first

Improving Improvement



Improving Improvement



Improving

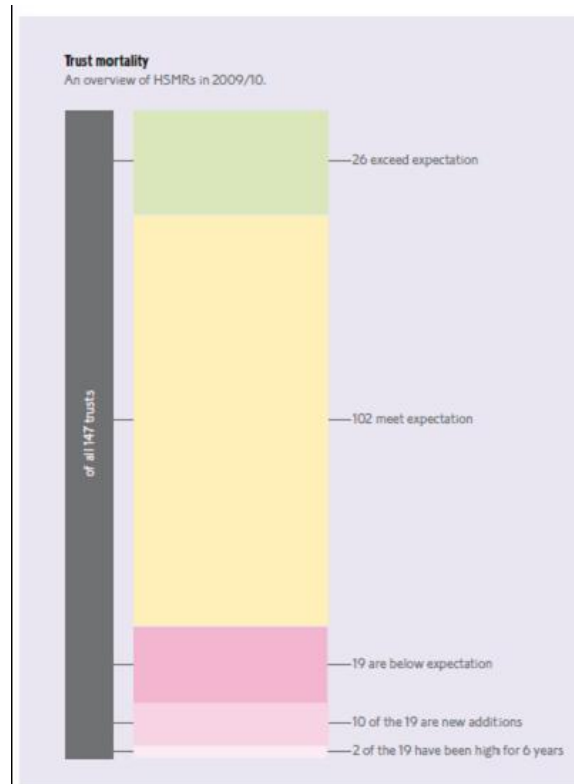


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Improving Ourselves as Leaders

Be intolerant of mediocrity: hate “just good enough performance. Reject normative levels of harm or failure



Improving Ourselves as Leaders

Be a personal champion of spread – pass the “Harrogate” test



Improving Ourselves as Leaders

Harness the “Good/Difficult” people. Deal with the Bad/Difficult people

Harvard Business Review 
www.hbrreprints.org

HBR SPOTLIGHT

*How do you manage people
who don't want to be led and
may be smarter than you?*

Leading Clever People

by Rob Goffee and Gareth Jones

Improving Ourselves as Leaders

Love the routine: change the “rescue culture”



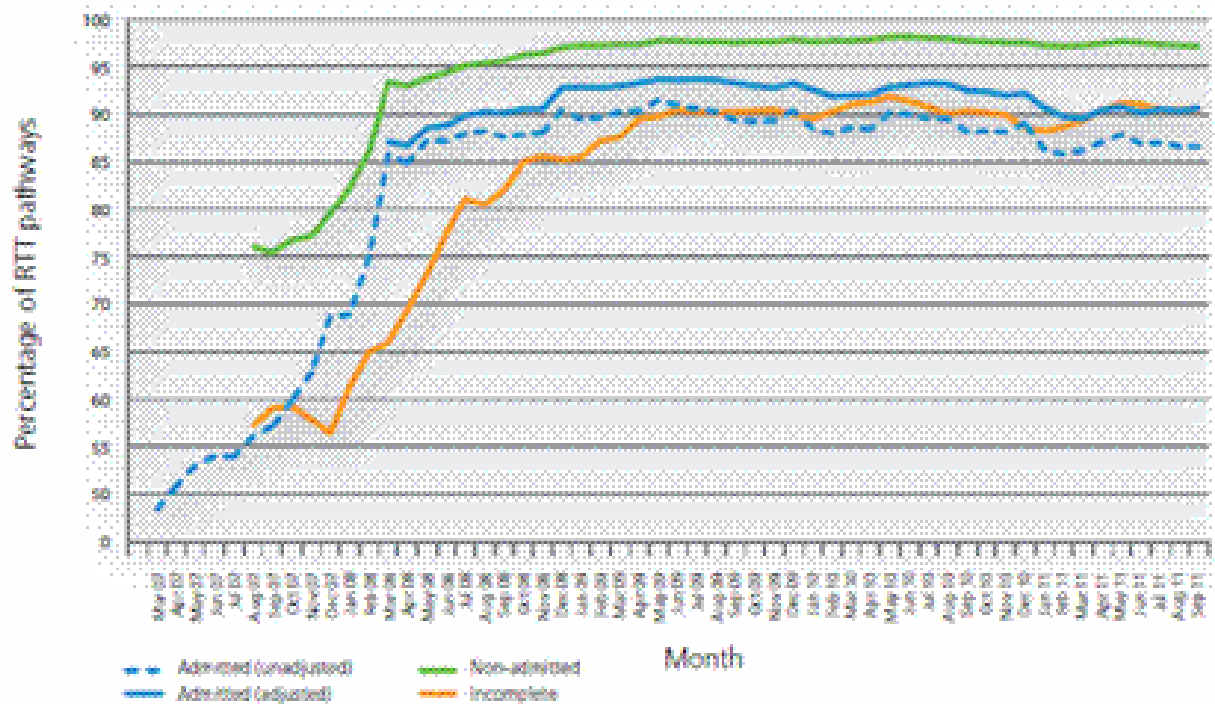
Improving Improvement...how are we doing?

To date in excess of £8b of efficiency gains

Improving Improvement

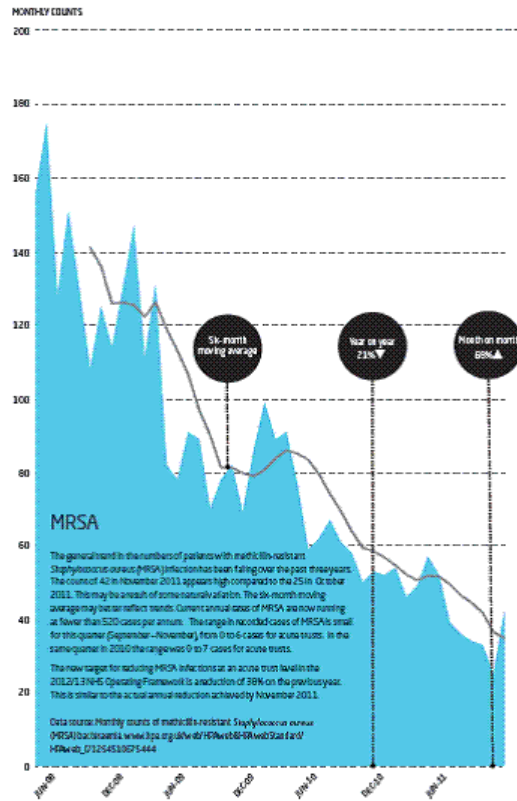
The english experience

Figure 9: Percentage of RTT pathways within 18 weeks



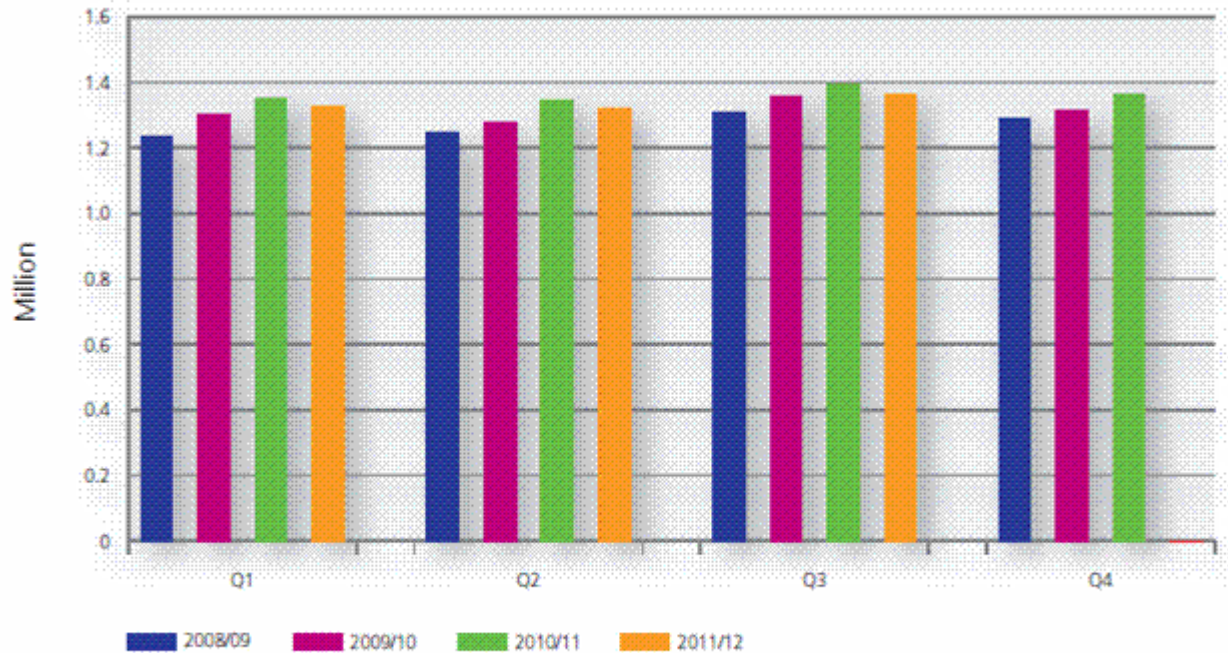
Improving Improvement

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Improving Improvement

The english experience



Source: DH, Monthly Activity Return (MAR), Commissioner data

Driving large scale change is the key

