

DEARDEN AND THE NEXT STEPS REVIEW

Lord Darzi's review has set new agendas and challenges for the NHS in England which will demand a focused and coherent response from NHS organisations.

Our experience and capability at Dearden leaves us well placed to support those organisations in their drive to:

- Strengthen clinical leadership
- Improve quality

Our offer on clinical leadership development

At Dearden we are widely experienced in developing leadership skills using a range of approaches, including coaching, development centres, action learning sets and simulations.

These skills have been used extensively by individual clinicians in leadership roles to support their personal and professional development, and by organisations to enhance the contribution made by clinical leaders.

Our work with clinical leaders has spanned across primary, secondary, community and tertiary care, and both commissioning and service delivery.

Our team also includes former clinicians who have direct personal experience of the challenges faced by health professionals when they take on senior management and leadership roles in their organisations.

We will work with individual clinicians in your organisation, or help you to prepare and implement an organisation wide approach to the development of clinical leaders.



DEARDEN



INVESTOR IN PEOPLE



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Our offer on quality improvement

Dearden played a central role in developing and producing 'Quality of Care. A process for making strategic choices in health systems' which was published by the World Health Organisation in 2006. This suggests a process which can be used to develop local strategies for quality improvement. Our offer is to work with local health economies to apply this process and deliver results.

The process

Our process has three stages, which are summarised here:

1. THE ANALYSIS PHASE

This phase has elements of stakeholder involvement, situational analysis and confirmation of health goals.

The **Stakeholder Involvement** builds the process of engagement with key stakeholders including clinicians and populations served which will inform and oversee the whole process.

The **Situational Analysis** maps current performance processes and outcomes against core quality measures, including efficiency, effectiveness, accessibility, acceptability, equity and safety.

The **confirmation of health goals** revisits reviews and affirms key health goals for the health system in areas such as reducing mortality and morbidity; reducing health inequalities; making health care safer and improving outcomes for particular diseases.

2. THE STRATEGY CONTENT PHASE

The initial analysis phase leads into decision making which will build the heart of the strategic approach to quality improvement. This involves setting the quality goals and planning the interventions which will deliver improvement.

The selected **quality goals** will provide the future targets against which performance and improvement will be measured. They may be related to some, or all of the dimensions of quality described above.

Planning the interventions for quality involves project design and planning for change. This will answer questions like:

- Who will lead and do we have leadership support?
- Do we need to set new standards?
- Do we have the information we will need?
- Will we need to redesign models of care?
- How will we work with the population served?

3. THE IMPLEMENTATION PHASE

The implementation phase will be the vehicle for translating plans and targets into improving results. This will involve implementation teams working to a clear remit and having the mechanisms to monitor progress.

The **implementation teams** will lead the change process planned in the strategy content phase and act with full executive authority to deliver improvement.

The **monitoring process** will allow individual teams to keep an overview of progress and changes in performance in their own areas, and to adjust their plans accordingly, and the whole of the local health economy to keep an overview.

And where do CLINICAL LEADERS fit into this? We see clinicians, as key stakeholders being heavily involved at every stage of the process. We also see clinicians leading each of the implementation teams and using this opportunity (with support) to develop their leadership and change management skills through direct experience.

If you would like to know more about our approach to quality improvement or the development of clinical leaders contact Dearden on telephone 01275 331320 or email to info@dearden.co.uk.