



# CRAFTING IDEAS FOR THE FUTURE

ANNUAL  
REPORT

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# CRAFTING IDEAS FOR THE FUTURE:

## New Management Thinking and the Future of the NHS

### THE CONTEXT:

In common with health services throughout the Western world, the National Health Service is entering an era of profound change. This change is being driven by a variety of factors, for example:

- Persistent, significant and sustained downward pressures on costs.
- Pressures to re-allocate resources geographically to achieve a better match between service availability and population demography.
- Pressures to shift resources away from acute, institutional care, into primary and community care.
- A widespread belief that the public sector is 'inefficient' and therefore, relatively ineffective in service delivery (ie. the traditional employment role of the welfare state is no longer seen as legitimate).

- Pressures to deliver a more 'personalised' service and to deal with patients as individuals with clear rights.

In an attempt to deal with pressures such as these, National Governments (and markets) in most Western countries have introduced a variety of health care 'reforms' that often transform the way in which services are financed, organised and delivered. In the U.K., the NHS reforms mean that managers, professionals and others working within the service face what is perhaps an unprecedented array of personal, managerial and organisational challenges, that must be overcome if the reforms are to result in a stronger NHS. These three workshops are intended to provide an opportunity to think creatively about these challenges and how they can successfully be addressed.

### THE

## King's Fund College and the NHS in the future:

As an integral part of the King's Fund, the College has always seen itself as an independent resource devoted to strengthening and improving the management of the NHS. In pursuing this mission, we have traditionally worked with senior managers and professionals and those with leadership potential, to help them to secure sustainable change both in their own performance and in their organisations. The College has always been concerned with learning about the realities of health and social care in order to develop individuals and to contribute to and influence organisational change.

Over the past few months, the College has undertaken a major review of its activities and future direction. One outcome of this review has been to realise that while our traditional mission remains valid, there is a need to think through what this means in practice, in the second half of the 1990s. Specifically, changes in both the structure and governance of the NHS as well as in contemporary management thinking, mean that we must think through:

**What key management, organisational and leadership challenges will face the NHS over the latter half of the 1990s?**

**What should the College's role be in helping senior managers and professionals and those with leadership potential, to rise successfully to these challenges?**

This series of workshops bring together leading managers and professionals from the NHS; members of the College; and some of the most eminent and innovative international management thinkers, to address these two questions. We anticipate that all three workshops will be devoted principally to exploring the key issues likely to face the NHS in the future: we hope, however, that you will enjoy and benefit from spending some time also in helping us to craft our ideas for the future of the College.

### THE

## Certainty of Change:

It has become a truism to observe that "nothing is certain about the future except the certainty of change". One need only look at the recent history of the NHS and consider the broad trends in health and social care now in train

throughout the Western world, to understand the relevance of this to the future of the NHS. In considering the future of an organisation such as the College, this insight makes it clear that whatever else we may have to do well in the future, helping individuals and their organisations to cope with complex change and uncertainty will remain centre stage.

But what will this mean in practice in the second half of the 1990s? One traditional approach to helping individuals and their organisations to cope with complex change, has been to start from the premise that an existing organisation needs help in developing the capacity to manage the transition from existing state A., to some future changed state, B. (c.f. Beckhard). Certain recent developments in management thinking, however, imply that the rate of change facing most organisations in the 1990s, is such that this orientation is no longer helpful. Specifically, the concept of a 'transitory organisation' is based on the premise that we can have only the most general idea of what the future holds and therefore, it is neither possible nor desirable to try to help organisations to manage the transition from an existing state to some reasonably well-defined future state. Rather, because the future is so uncertain, the real challenge is to help organisations (and individuals within them) to increase their **adaptive efficiency**, ie. to help



**Annual Review for the Management Committee of  
King Edward's Hospital Fund for London**

**13 October 1994**

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## A G E N D A

### Review of the King's Fund College

1. Review of 1994 -  
Peter Griffiths to review progress during 1994 (Attachment I)  
David Bowers to deliver the College Activity and Finance Report (Attachment II)
2. The Mental Health Project.
3. Top Managers Programme.
4. The Future of the College (Attachment III)

Attachment I

## Review of the King's Fund College in 1994

1994 has been a year of major changes in the Faculty. In particular the loss of Dr Sheila Damon (who had been serving as Acting Director in the period before my arrival), Dr John Mitchell and Ms Ann James. The resulting shortfall in the number of Faculty available in both the classroom and out in the field has presented financial and professional difficulties for the College. However, in an attempt to fill the gaps left by these members of Faculty, and Mr Peter Mumford and Dr Nan Carle who are away on sabbatical, the College is currently mounting a recruitment campaign. In addition, a number of previously part-time Faculty, including Dr Franklin Apfel, Ms Jane Neubauer and Ms Naaz Coker, have recently agreed to join the College as full-time Fellows. I attach as Appendix 1 a list of the work that the College has undertaken since January of this year.

Organisationally the structure of the Faculty has been changed with the disbanding of the Priority Groups and the establishment of the Faculty Executive pending the development of a new structure to be implemented in 1995. The Faculty Executive has introduced a new form of management to the College. The Executive's role is to carry forward work that is necessary to both clarify the future direction of the College and to implement the changes that would be necessary to bring this future about. Each member of the Executive carries the responsibility for developing certain areas of work in addition to their contribution to the management team as a whole:

Judith Bryant - *Development of our approaches to working with professionals.*

Judith Riley - *Faculty support and the development of quality assurance.*

Ritchard Brazil - *Development of Fieldwork.*

David Knowles - *Development of In-house programmes.*

Gordon Best - *Development of large project work and the College's external profile.*

David Bewers - *Financial, administrative and support systems.*

The planning role of the Executive is coming to an end but the process of implementing the changes is yet to really begin. The size and scope of the Executive in 1995 will be decided later this year. It is likely that there will be changes as the demands placed upon it vary and evolve.



The shape of the Support Services has remained reasonably constant throughout the year maintaining the structure that was implemented under Dr Jo Boufford, again pending the changes that are going to be put into effect towards the end of this year and those that will result from the move to Cavendish Square.

The detail of the changes to both the Faculty and the Support Services will be described under "4. The Future of the College".

The key feature of 1994 is that it has been a year in which the College has adapted to a new Director, and I, in turn have learnt the College's business. With the help of the Executive it has been possible to produce a plan for the future of the College.



## Appendix I

## WORK IN PROGRESS JANUARY 1994

### JANUARY

Guys/Thomas's Hospitals / Spain Ritchard Brazil

Twinning between Guys and Vall D'Hebron Hospitals

TEMPUS Student Grants David Knowles

TEMPUS: Nursing Leadership in Poland and Hungary David Knowles

A programme of Management Development for leaders in the nursing profession in Poland and Hungary - jointly directed with Hogeschool of Amsterdam

Personal Consultancy - B. Thomas Judith Bryant

Personal Consultancy for Ben Thomas, Director of Nursing at Bethlem Royal Hospital

Trust Board Development for Dorset Health Care Trust Eva Lauermann

To help develop new members of Trust Boards

Doctors Performance Seminar David Mathew

Facilitating Groups looking at what to do about poor medical performance

Project 26 1994 John Mitchell

Series of monthly Learning sets for purchasers and providers

NWTRHA : Purchasing for older people John Mitchell

Lead a day for purchasers and clinicians

NE Thames Nurse Education Strategy Judith Bryant

Facilitate negotiations between N.E. Thames RHA and Trusts and Schools of Nursing in North London on part of the Regional Nurse Education strategy

Career and Life Planning Eva Lauermann

To provide a stock-taking opportunity for people at a cross-roads in life/career

Leadership 2000 - Quality Assurance Eva Lauermann

To conduct quality assurance on first tranche of Leadership 2000

Collaborative Commissioning, KCW

David Towell

Facilitating inter-agency discussion on commissioning

COPC Northern Ireland

John McClenahan

COPC Introductory workshop for EHSSB, SE Belfast community unit and 3 general practices

COPC - Developing the Developers - Workshop

John McClenahan

COPC -

John McClenahan

COPC workshop to follow up support to HA/FHSA site and practices

## WORK IN PROGRESS FEBRUARY 1994

### FEBRUARY

N.W. Thames Purchasing Configuration

David Knowles

Workshop to help the people in the North Thames Region change management team reflect on process for joint commissioning.

Understanding and Managing Risk

Gordon Peters  
Mike Hoare

Joint programme with Cranfield to run risk management briefing for C.E's and Chairs of H.A's and Trusts - 1 day (to repeat here in Nov 1994)

Evaluation of MESOL Programme

Bob Snag

To develop a framework for the Evaluation of the Implementation of the NHSTD's MESOL Programme

Vaccine Supply

John Harries

Feasibility Study to investigate computerisation of vaccine supply to G.P's

Edinburgh royal Infirmary

John Harries

Work with clinical directors and heads of service re clinical role in managing and future new hospital environments.

Outcome based performance measures: Commissioning Values

Lyn Rucker

Turning values into measurable performance indicators for commissioners - a process starting with the customers.

Managing information in a commissioning environment Lyn Rucker

What information does a commissioning agency want, how will they use it and who will gather / monitor?

Basingstoke Board

David Mathew

Trust Board Development

East London and the City

David Mathew

OD Work with Board

King's Pathology

David Mathew

OD for Group of clinical directorates

Partnership for Health reform in Samara

Gordon Peters

Project with Birmingham centre for health services management to develop health reform in Samara Russia - fro O.D.A, Know How Fund

**Review of Pharmacy and Pathology Services**

**Naaz Coker  
Franklin Apfel**

Review of Services - to assist with identification of strengths, gap and way forward

**Future Direction for Therapy Services**

**Naaz Coker**

A management development programme for managers in physiotherapy, occupational and speech therapies.

**Public Health/Primary Care Set**

**Ritchard Brazil**

Learning set for DA/PHC directors.

**Maudsley HIV/MH Team**

**Nigel Webb**

Facilitate team effectiveness for Mental Health team for HIV patient in Maudsly Hospital

**Collaborative Learning Network**

**Gordon Peters**

Working to establish learning network, and develop a business suite of activities on locality purchasing in primary and community care.

**Review of LIZ/LIG Mental Health Commissioning Plans (HAS)** Bob Sang

**Huw Richards**

A review/analysis of commissioning strategies/plans published in LIZ/LIG area (8 DHAs) in mental health funded by the health advisory service

**Capable Contracting**

**Fitzroy Ambursley**

Innovations in contracting for purchasers and providers

**Effective Managing in the NHS**

**Fitzroy Ambursley**

Applying marketing principles and techniques to purchaser and provider organisations

**Marketing - Drugs Misuse**

**Marvyn Turrell**

Marketing strategies for voluntary organisations concerned with drugs, alcohol, HIV/Aids. Held at Ruskin College

**Swedish Study Tour**

**Marvyn Turrell**

Study Tour for Swedish hospital executives.

**Evaluation of Two "Hospital-at-Home" schemes**

**Naaz Coker  
David Towell**

Organisational development - to assist optimum health and Lewisham with design and evaluation of their "Hospital-at-Home" projects.

**Workshop on health care problems in metropolitan urban centres**

**David Knowles**

Workshop Sponsored jointly by KFC and NAHAT for representatives from major urban centres in the UK.

**Medical Directors Learning Set**

**Marvyn Turrell**

Learning set for medical directors

Clare Allen - Supervision/mentoring

Shiela Damon

Individual supervision of internal OD consultancy

Trust Board Development - South Durham

Nan Carle

An awayday for the South Durham Health Care Trust

Trust Board Development - South Tees Community and Mental Health Trust

Nan Carle

This is an away day plus for South Tees Community NHS Trust.

Seminar, Tooting Bec Hospital

Naaz Coker

Speaker at a seminar for women managers working for W. Lambeth Community Care Trust

Children and Families: Building Interagency Coordination

Lyn Rucker

Developing family-centred services through interagency coordination

Talk to King's Health Care

Eva Lauermann

Talk to staff and managers of King's Health Care Quality Seminar on BA experience

## WORK IN PROGRESS MARCH 1994

### MARCH

TMP Learning Set	John Mitchell
Follow-up group for ex-TMP V group	
Functions and Manpower Working Party - KCW Commissioning Agency	Steve Manning
Support for working party examining the role and functions of the Board of a merged DHA and FHSA	
Swedish Ministry of Health Study Tour	David Knowles
Lecture to Swedish politicians and Civil services	
Exploring OD	John Mitchell / Andy Kennedy
A series of events to explore aspects of organisational development	
Team Building for Estates Dept	Martin Fischer
MBTI team building for mixed dept at Guy's / Thomas'	
Commissioning Configuration in Essex	Nigel Webb
Health Sector Reform in Kemerovo	Gordon Peters
Feasibility Study for IDA to work up specific programme agreement with Kemerovo Health Dept. Russia. Subsequent programme will be valued at £200,000 over 2-3 years.	
Development - Medical Director, Green Park Trust	Nan Carle
I will be working with the Medical Director, Green Park Trust, Belfast, N. Ireland.	
Healthy Alliances: The International Symposium	David Knowles John Smith
Visit from CEOs, CNOs and Chairs of Boards from the USA, as part of their advanced management Fellowship AUPHA - incorporating exchange programme for UK CEOs	
Western Australia : Purchaser Development	David Knowles
Working with W. Australian state bout on Purchaser Development	

**Managing Change - for Irish Health Board Managing Team Members**

**Eva Lauermann**

To run a two day workshop on Managing Change for Irish Health Board Management Team Members

**Lewisham Hospital Management Development**

**Bob Sang**

Consultancy to support the design and specification of Lewisham MD programme

**Pharmacy futures - NWTRHA**

**Martin Fischer**

Help regional and district pharmacists prepare for the future

**Conciliation between Purchasers and Providers for NETRHA**

**Eva Lauermann**

To conciliate between Purchasers and Providers for NETRHA over the awarding of contracts

**King's College - London. Nightingale Institute Development Day**

**Jane Neubauer**

One day development programme - empowerment

**Primary Care Strategy**

**David Towell  
Diane Plamping**

Support to local strategy development in SETRHA

**Partnership for Health Reform in SAMARA**

**Gordon Peters**

Project with Birmingham Centre for Health Services Management to develop Health reform in Samara, Russia - for ODA, Know How Fund

**Women Consultants Learning Set**

**Andy Kennedy**

A learning set for women consultants

**IPA Beaumont Hospital - Dublin**

**David Knowles**

Evaluation of Management Systems

**St Peters Hospital**

**Gordon Best**

Organisation development with Clinicians and the CEO in chertsey

**Senior Executive Development Programme**

**David Mathew**

**Senior Nurse Development Radcliffe Infirmary**

**Jane Neubauer**

A one day programme to be followed by learning sets



Developing Strategic Agenda for Medical Directors

Ray Flux  
Judith Riley

Programme to support Medical Directors role development focussing upon variety issues and personal skills.

Bassetlaw Trust Midwifery evaluation

Jane Neubauer

Assist with plan to evaluate new method for midwifery service delivery

Lund University Hospital Health and Nursing Care Administrators visit to KF College

David Knowles

To review the UK experience with health purchasing

Pharmaceutical Futures

Naaz Coker

A modular management development programme for senior pharmacy managers - title - "Pharmaceutical Futures"

King's Neurosciences

David Mathew

Facilitating development of Tertiary Neurosciences for SE London at Kings.

## WORK IN PROGRESS APRIL 1994

### APRIL

#### Riverside Clinical Management Development

Peter Mumford

To work with the senior managers

#### Newham Directorate Development

Peter Mumford

Facilitate the development of surgical services directorates in Newham Hospital

#### St. Georges Leadership Programme

Peter Mumford

Develop and direct new leadership/OD programme for professional and managerial staff in St Georges Healthcare.

#### St. Georges Nursing Management Development

Peter Mumford

Review and develop senior nurse management impact in St. Georges Healthcare NHS Trust

#### Hospital Discharge Seminar

Bob Sang

To provide a half-day seminar on Hospital Discharge for Coventry social services and their partners

#### Whittington Hospital

Gordon Best

Working with CEO, medical director and senior clinicians to develop an organisational development strategy.

#### English National Board - Directorate Development

John Harries

Working with the new management structure of the ENB to determine strategy and non-executive directorate distribution.

#### Executive Team Development for Public Health Laboratory

Eva Lauermann

To develop executive team of public health laboratory in Salisbury

#### European Health Leadership Programme

Ritchard Brazil

EHLP 94/95 for European CEO's

#### County Durham Health Commission - Review of Mantel Health Services

Chris Horne

Field Programme - Interim strategy for MH services and person centred commissioning

Change Management Workshop for Marsden Hospital	Eva Lauermann
To run a change management workshop for the service nurses of Marsden Hospital	
Management in Intensive Care	John McClenahan
Executive Team Development for Wandsworth Community Trust	Eva Lauermann
To facilitate the development of the Executive team of Wandsworth Community NHS Trust	
Human Resource Management in the NHS Conference - lecture	Eva Lauermann
To deliver a talk at a conference on organisational capability in the NHS	
Leadership 2000 - Administration	Nan Carle Ann James
This is the separate administration budget for L2000 programme	
Leadership 2000 - Speakers Budget	Nan Carle
This is a special budget for Speakers on Leadership 2000 modules	
Leadership 2000 - International Option	Nan Carle Ann James
International module is part of the optional modules on L2000	
Leadership 2000 - Optional Modules	Nan Carle
These optional Modules are a series of 6 separate modules that form part of the Leadership 2000 programme	
Leadership 2000 - Learning Network	Nan Carle
the learning networks are part of the Leadership 2000 programme. There will be 3 sets selected self selected by the 25 women.	
Leadership 2000 - Core Theme Days	Nan Carle Ann James
There are 3 core theme days for Leadership 2000. They are aimed at having a greater understanding of the public and private images of women leaders.	

Leadership 2000 - Core module

Nan Carle  
Ann James

This is the core module of the Leadership 2000 programme. We explore leadership issues specific to the NHS.

Leadership 2000: Individual enrolment and Planning Nan Carle

Ann James

This is the first element of Leadership 2000. We will interview women for participation. The NHS Womens unit have the final say.

Leadership 2000 - Evaluation

Nan Carle

This is an evaluation of Leadership 2000. I expect to commission someone for the work

Leadership 2000 - Launch

Nan Carle

This is the Launch for Leadership 2000

## WORK IN PROGRESS MAY 1994

### MAY

#### **Hungarian HSMS Students**

Andy Kennedy

Development of Health Service Management School  
in Hungary

#### **Mount Vernon/Watford Hospitals - A&E**

Andy Kennedy

Consultancy on evaluation and implementation of  
options around A&E services

#### **Dr Zoltan Nasy**

Andy Kennedy

British Council funded attachment/research  
fellowship in quality in health care

#### **Team Building**

David Towell

Developing leadership for hospital at home

#### **Management Board Facilitation**

David Towell

Facilitating strategic debate in environmental  
pressure group

#### **Dental Health Services - Strategic development team facilitation**

Franklin Apfel

#### **Chief Executive Study Tour**

Marvyn Turrell  
Cathy Gritzmer  
(CASPE)

To understand how healthcare marketing is  
undertaken in the USA

#### **Italian Regional Government**

David Knowles

Visit from Chairman, Chief Executive and  
Director of Public Health from one of the  
Italian Regional Governments

#### **A Tough Ceiling to Crack**

Nan Carle &  
Eva Lauermann

A development programme for women managers  
funded by NHS ME women's unit

#### **Strengthening Public Health Input**

David Towell

Public Health contributions to merged H.A.

#### **Churchill John Radcliffe NSP**

Fiona Hastings

O/D consultancy focusing on the future of whole  
Trust and special ref. to general medicine

**Future directions for Pharmacy Services - West Midlands**

Naaz Coker

District pharmacy managers in West Midlands need a facilitator for one day

**Peer Review of Health Authorities - Network 2**

Steve Manning

A network of six health authorities set up for peer review of performance and peer support for purchasing development

**Commissioner Learning Sets**

Bob Sang/  
Marvyn Turrell

Five learning sets for commissioners (3 mid-mgt, 1 OD, 1 Local People). Sets will run for 1 year

**Operating theatre quality improvement - St Helier Hospital, Surrey**

John McClenahan

Intermittent facilitation of theatre management working group

**Review of Unit information strategy - Lewisham & Guy's M H Trust**

John McClenahan

Short review of strategy document & feedback to steering group

**Havering Hospital Trust - Nursing's value to the Trust**

Jane Neubauer

2-day workshop with nurses on value of nursing to be followed by work with doctors. Will contact Gordon Best to co-ordinate with his work

**Conciliation between a Purchaser & Provider**

Eva Lauermann

To conciliate between a Purchaser & Provider after arbitration to build a relationship for the future

**Senior Executive Development Programme II**

David Mathew

Brokering and development programme for North Thames senior executives

**Strategic Agenda for Medical Directors**

Ray Flux/  
Judith Riley

Programme to help medical directors develop views, roles and skills to meet the challenges of providing high quality healthcare in the 1990s

## WORK IN PROGRESS JUNE 1994

### JUNE

#### **Ipswich Hospital Consultants**

John McClenahan

Two 2-day Management Programmes, one for Clinical Directors (follow up to E Anglia programme) and the other for other consultants.

#### **Duke Endowment Study Visit**

John McClenahan/  
Naaz Coker

N & S Carolina Hospital managers, presidents, medics & politicians exploring community outreach.

#### **Corporate Development Directors Learning Sets**

M Turrell

Learning sets for Trust Directors having a responsibility for Corporate Development.

#### **Review of Mount Vernon Hospital Cancer Centre**

John Harries

Development of Mount Vernon Hospital Cancer Centre strategy.

#### **Management Development for Voluntary Agencies**

M Turrell

A management development module on business planning for managers/directors of voluntary agencies.

#### **Thanet Health Care Trust Development**

Eva Lauermann

To introduce Trust Board Development to Thanet NHS Trust together with business process re-engineering for new hospital development.

#### **Executive Cracking**

Nan Carle

Will be working at Patricia Reads, who is one of David Fines' seven executives at Julene University Hospital and Clinic. It includes two 2-week blocks.

#### **Liverpool Royal NHS Trust**

G Best/John Smith

Working with senior management and consultants to develop an O.D. strategy for the hospital.

#### **Glasgow Royal Infirmary**

Gordon Best/  
Ritchard Brazil

Working with senior management and consultants to develop an O.D. strategy for the hospital.

#### **Strathclyde Collaborative Commissioning**

David Towell

Promoting inter-agency collaboration around strategic change agendas.

**Organisation Development for Greenwich Healthcare Trust**

Naaz Coker

(1) Clinical Services Review

(2) Management development of senior clinicians and other senior managers.

**State of Flux - Addenbrookes Consultants**

John McClenahan/  
Ray Flux

Management for clinical directors and service delivery unit managing consultants.

**Lewisham & Guy's MH NHS Trust - info strategy review**

John McClenahan

Review of draft Mental Health Trust information strategies.

**Community Care - Cleveland**

Gordon Peters

'One year on' Workshop on community care in Cleveland SSD.

**Edinburgh Royal Infirmary - Scot Follow-on**

Gordon Best

This is a 'pilot project'. It forms part of the follow-up to the College's previous work on the Management Development Needs of the NHS in Scotland.

This work involves working with the senior managers and clinicians in presenting the challenges set out in our earlier report.

**Fife Health Board - Scot Follow-on**

John Harries

This is a 'pilot project'. It forms part of the follow-up to the College's previous work on the Management Development Needs of the NHS in Scotland.

This work involves working with the senior managers and clinicians in presenting the challenges set out in our earlier report.

**East & Mid-Lothian Trust - Scot Follow-on**

Martin Fischer

Diagnosis of organisational development needs.

**Edinburgh Healthcare Trust - Scot Follow-on**

John Harries

No description.

**Primary Care - Scot Follow-on**

Martin Fischer

Primary care strategy work.

**Mentor to Kate Grimes**

Eva Lauermann

To act as a mentor to a manager of a clinical directorate who is not a doctor.



**Trust Board Development for North Down & Ards  
Community MSS Trust**

Eva Lauermann

To develop a new Trust Board for a combined NHS and  
Social Services Trust in N. Down.

**Career and Management Development Programme for  
nurses and PAMS from black and minority ethnic  
communities**

Neslyn Watson-  
Druee  
Co-director  
Naaz Coker

A programme funded by NHS Women's Unit, IHSM and  
Royal College of Nursing - for nurses and PAMS from  
black and ethnic minority communities.

**Primary Care Strategy, Barnet**

Diane Plamping

Exploring models of primary health care in the key local  
stakeholders.

**Wandsworth Health Authority**

Ritchard Brazil  
(Budget holder) &  
Gordon Best

OD/MD Wandsworth Merton/Sutton HA.

**Continuous Quality Improvement Workshop**

David Knowles

Workshop by invitation to Trust CEOs.

## WORK IN PROGRESS JULY 1994

### JULY

#### **Solihull Nursing Leadership Development**

Jane Neubauer

Two days development for nursing leadership at Solihull Trust and Hospital - leadership, team-work, personal development.

**Pharmaceutical Futures - Preparing for the Future** A management development programme for pharmacy managers designed to promote and develop effective leadership for the 21st century.

Naaz Coker

#### **North Thames West: LIZ Evaluations - Primary Care Priority Development Projects**

Franklin Apfel

Consultation to R&D steering committee NT(W) re. capacities of lead agency (KCW, BH, EHH) to evaluate LIZ funded projects in 4 priority areas - Hospital at Home, Primary Care in the A&E, Mental Health in GP, Polyclinics.

**GP/LMC - Purchaser Relations, Redbridge-Waltham Forest** Facilitate meetings GP/LMC and DHA/FSHA re primary care development strategy.

Franklin Apfel

#### **Warwickshire Inter-Agency Working**

David Towell

Facilitating review of inter-agency working arrangements following public sector reforms.

#### **Organisation Design**

Nigel Webb

Process to agree organisation design for new health commission.

#### **Successful Nurse Executive**

Jane Neubauer

5 day PD and MD course for Nurse Executive Directors and Senior Nurses with optional 2-2 day Ln Sets.  
4 day - 2 modules, Ln Set - 6 people: follow-up to Nurse Executive Course.

#### **Acute Services Strategy Process in South Thames**

Bob Sang

To advise on evaluation of reprovisioning process for acute care in two health authorities.

#### **Clinical Leaders - Clinical Partners**

Jane Neubauer

A five day - two module course to facilitate teams of clinical leaders in p practice development.

**Healthy Alliances III**

David Knowles

Exchange programme of UK and USA CEO's, with one module in September '94 in College and the second in Washington in Jan/Feb '95.

**Riverside Trust Board Development**

David Towell

Facilitating development of fourth wave Community Trust Board.

**Centre for Leadership of London's Mental Health Services**  
Leadership Development of Senior Managers/  
Commissioners/Providers/Clinicians/Senior Nurses in  
Mental Health Services in London.

Huw Richards/  
Andy Kennedy

## WORK IN PROGRESS AUGUST 1994

### AUGUST

<b>Management Programme for Senior Registrars</b>	Martin Fisher/ Judith Bryant
Management programme for Senior Registrars or junior consultants going on for full consultant status.	
<b>Peterborough Community Unit</b>	David Mathew
TMT team building.	
<b>South Essex DHA</b>	David Mathew
Work to improve the contracting process for 1995/96, and the relationship between the Health Authority and six new providers.	
<b>Camrthen</b>	David Mathew
Trust Board Development Programme	
<b>Mid Essex</b>	David Mathew
Trust Board Development Programme	
<b>Career and Life Planning</b>	Eva Lauermann
To run a career development workshop for any managers or professionals in NHS.	
<b>Dartford DGH: Medical Directors</b>	David Knowles
Initially OD work with Clinical Directors, but it will develop to include the non Execs and Man. Team.	
<b>South Thames Consortium Working</b>	Ritchard Brazil
Work with all CEO-Purchasers in South Thames on consortia arrangements.	
<b>Effective Marketing in NHS</b>	Marvyn Turrell
Applying marketing principles and techniques to Purchaser and Provider Organisations.	

Attachment II



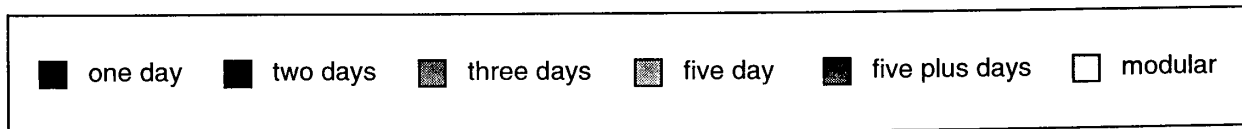
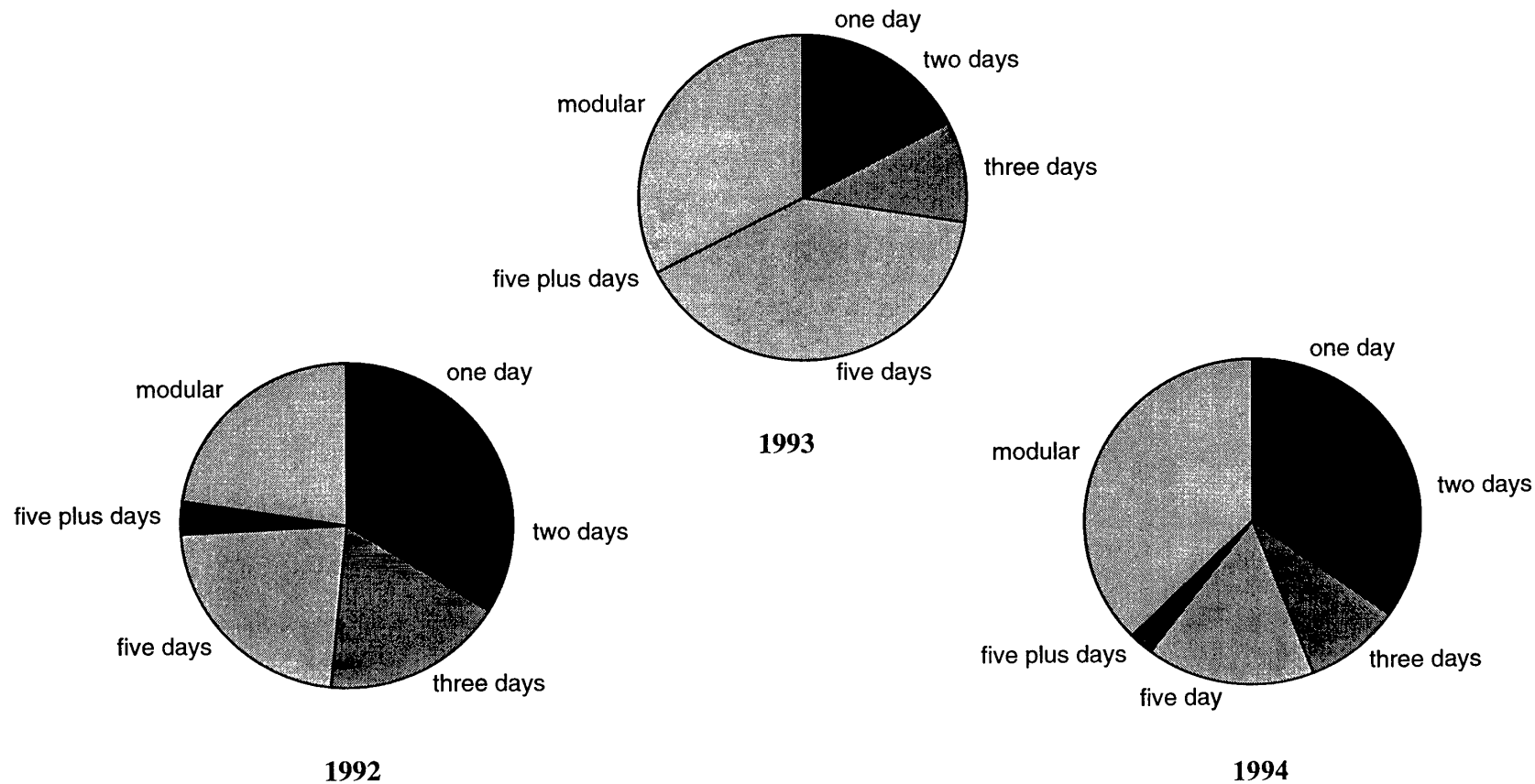
## College Activity and Finance Report 1994

The attachments to this report provide an illustration of College activity and financial performance in 1994, comparing this with earlier years as appropriate.

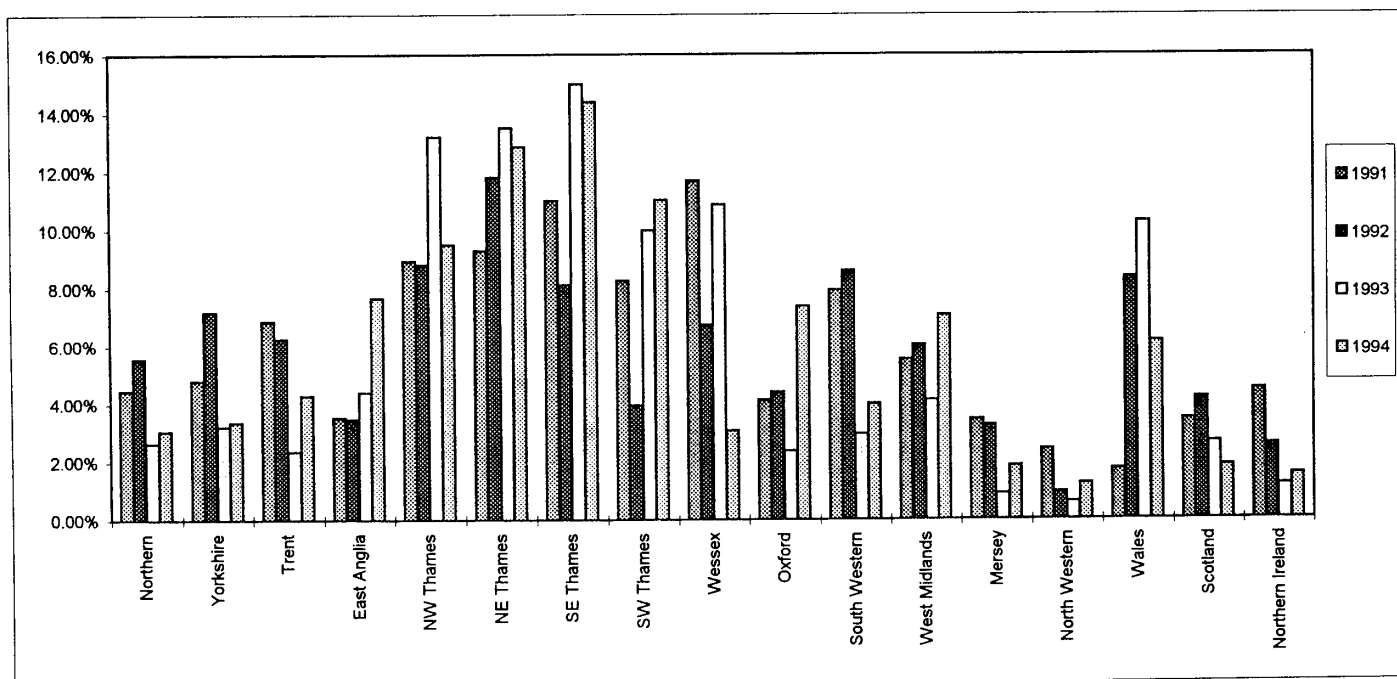
They are as follows:

1. Duration of Education Programmes (Table A)
2. Education Programme participants by Region (Table B)
3. Days worked on Field Work Programmes by Region (Table C1)  
Number of contracts for Field Work by Region (Table C2).
4. Faculty Time charged to Education, Field Work and International Programmes.  
(Table D)
5. Field Programmes by Days Worked (number of contracts) (Table E1).  
Field Programmes by Days Worked (number of days) (Table E2).
6. Income profile by programme type (Table F)
7. College Financial Performance Summary (Table G).
8. Comments on the College's financial performance to August.

# Duration of Education Programmes (1992-1994)

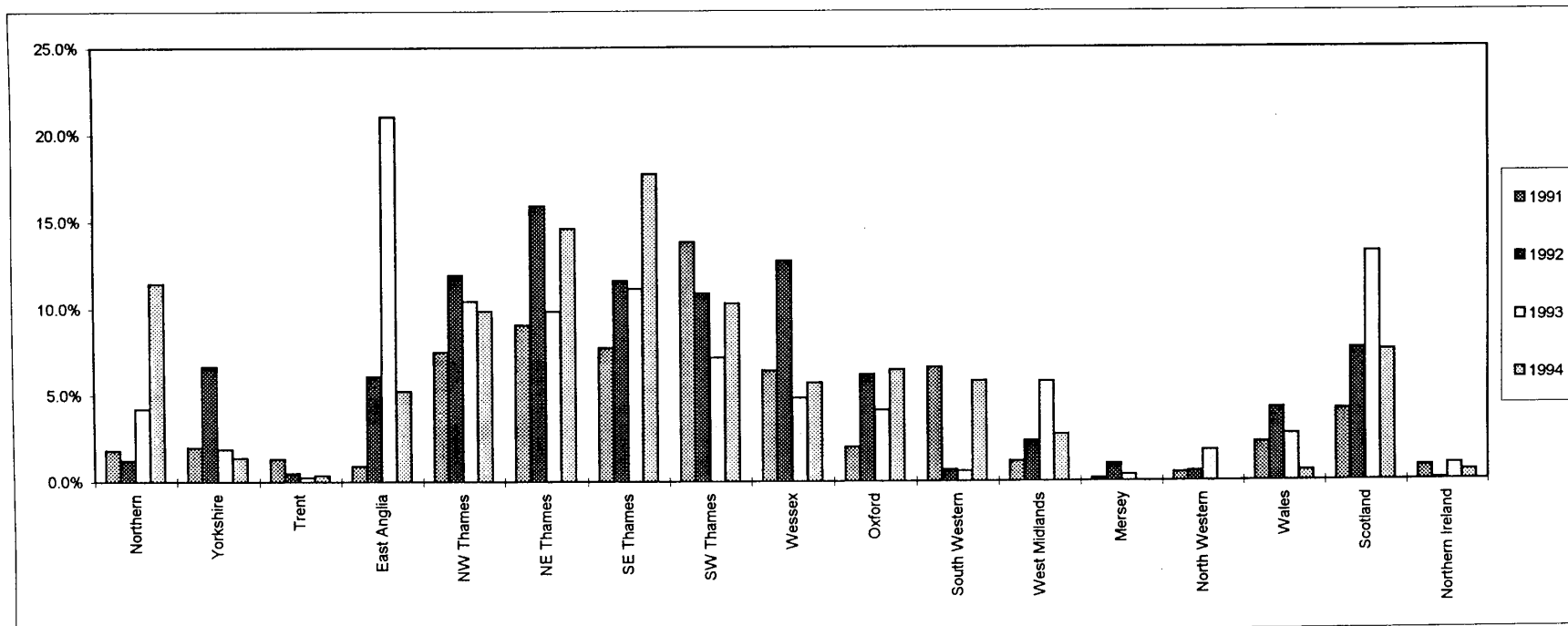


### Programme Participants by Region (1991-1994)

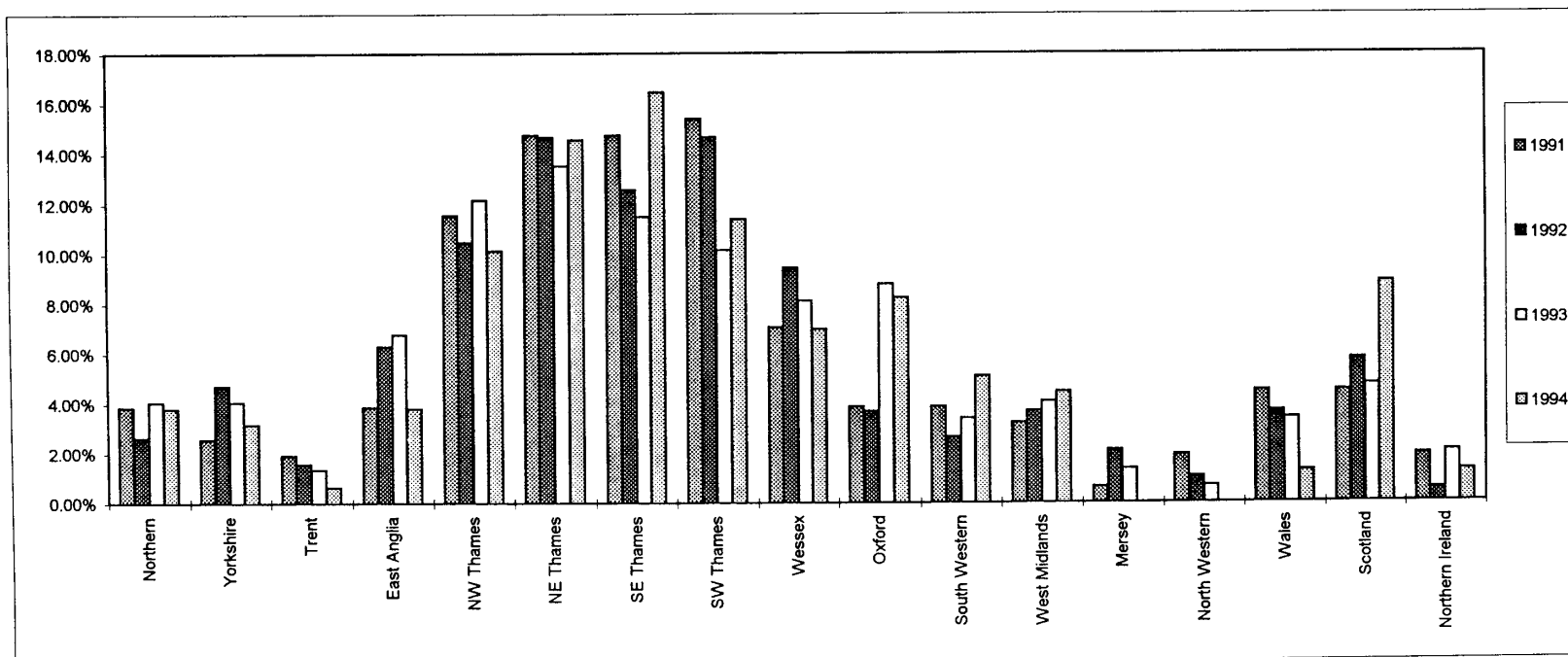




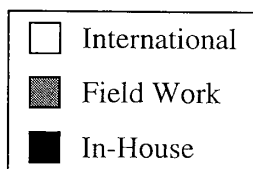
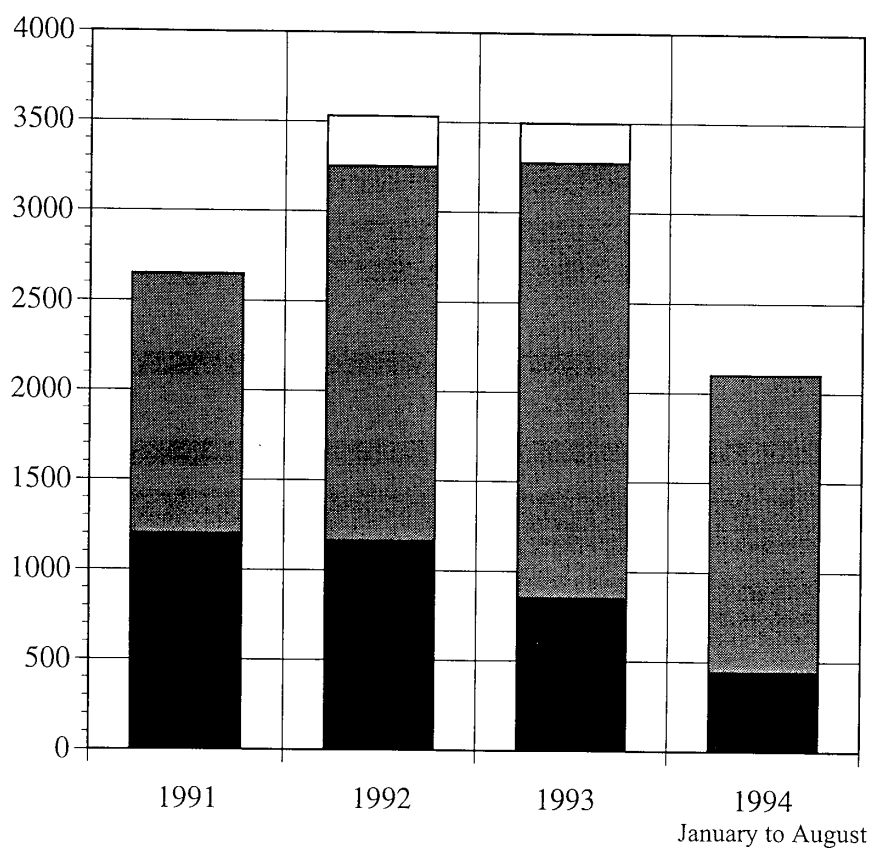
## Fieldwork Days By Region (1991-1994)



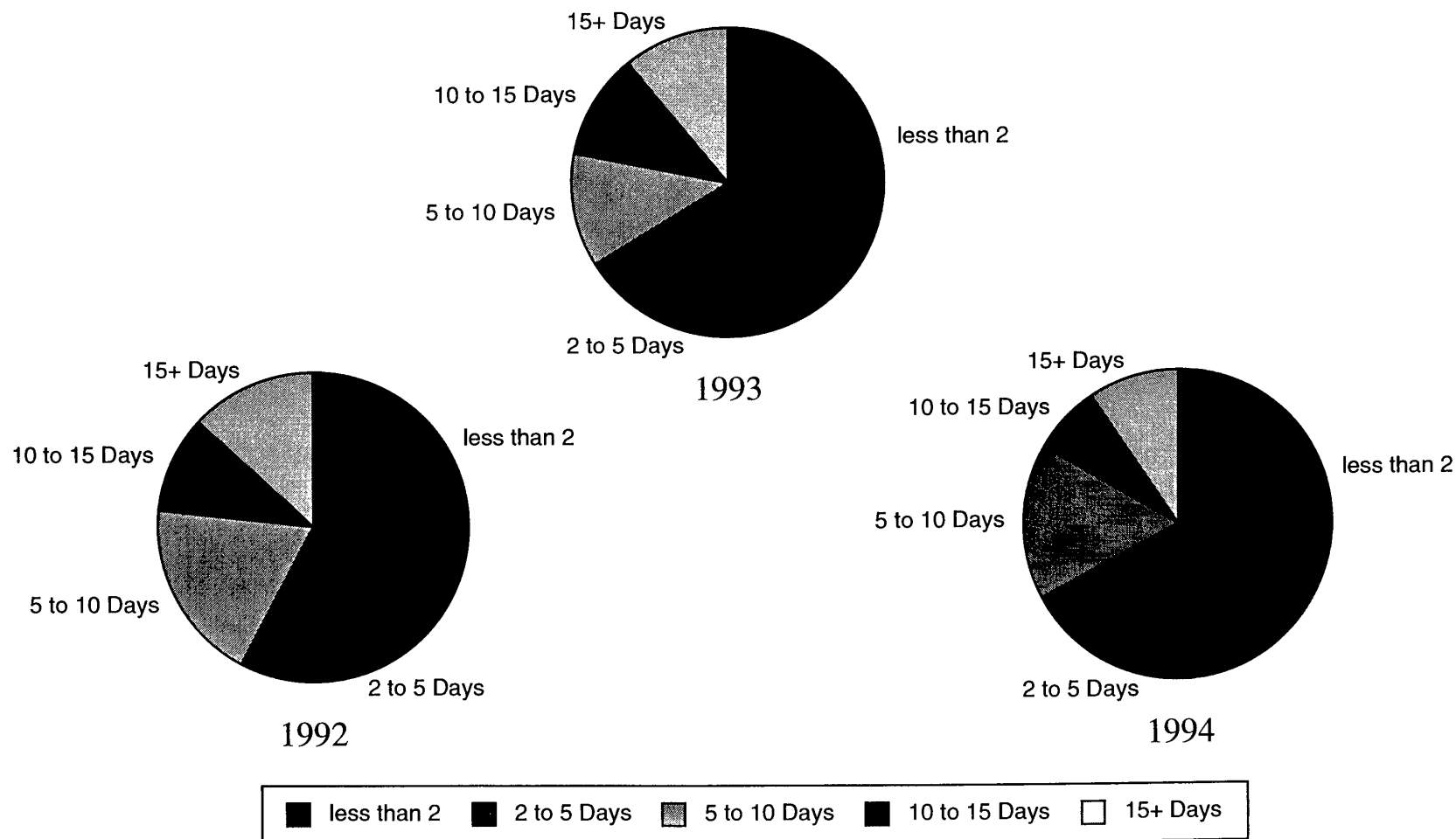
## Fieldwork Contracts By Region (1991-1994)



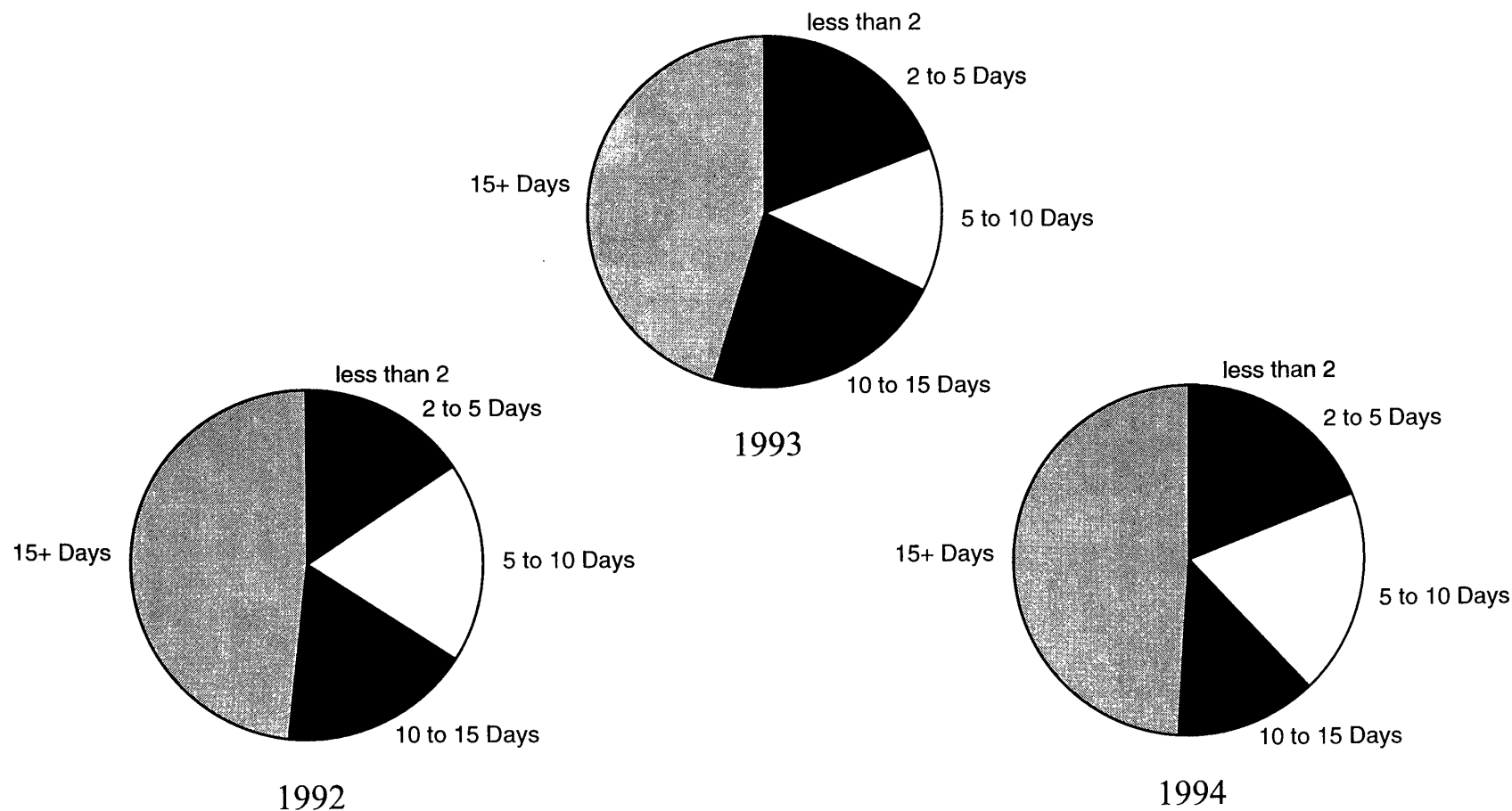
## Faculty Time by Programme Type



# Field Work Programmes by Days Worked (Number of Contracts)



# Field Work Programme by Days Worked (Number of Days)



■ less than 2

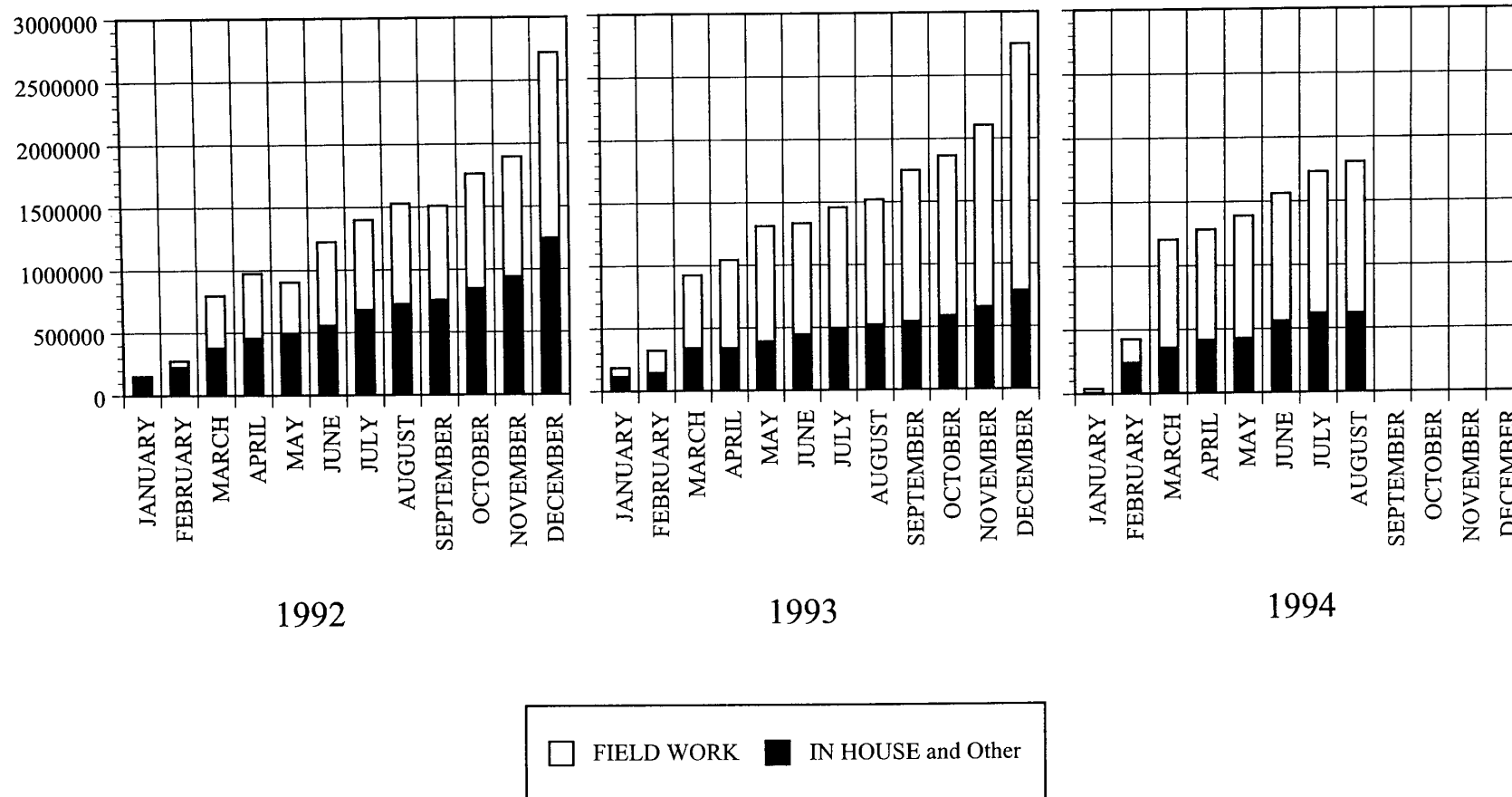
■ 2 to 5 Days

□ 5 to 10 Days

■ 10 to 15 Days

□ 15+ Days

# Income by Type 1992 to 1994



## COLLEGE FINANCIAL PERFORMANCE TO AUGUST 1994

INCOME	ACTUAL AUGUST 1993	BUDGET 1994	BUDGET AUGUST 1994	ACTUAL AUGUST 1994	VARIANCE AUGUST 1994
Internal Programme Income	464,121	610,000	406,667	507,137	100,470
Non-House Income	997,778	2,042,000	1,361,333	1,185,874	(175,459)
Conference and Catering	56,476	58,000	38,667	31,252	(7,415)
Net internal charge for College Services	-	123,000	82,000	82,000	-
<b>Total Income</b>	<b>1,518,375</b>	<b>2,833,000</b>	<b>1,888,667</b>	<b>1,806,263</b>	<b>(82,404)</b>
<b>EXPENDITURE</b>					
Establishment Salaries	1,447,781	2,309,000	1,539,333	1,562,258	22,925
Temporary Salaries and Recruitment Training	72,158 38,099	87,000 77,000	58,000 51,333	83,749 39,773	25,749 (11,560)
Rent	158,805	192,000	128,000	127,576	(424)
Site Management*	302,528	454,000	333,667	311,087	(22,580)
Educational Materials Printing and Publications Conference and Hotel Hire	124,952 156,203	190,000 243,000	126,667 162,000	172,026 172,471	45,359 10,471
Travel & Subsistence	350,659	501,000	334,000	346,013	12,013
Catering Materials	84,100	130,000	86,667	79,336	(7,331)
Bad Debts Written Off	56,313	50,000	33,333	28,305	(5,028)
<b>Total Expenditure</b>	<b>2,791,598</b>	<b>4,233,000</b>	<b>2,853,000</b>	<b>2,922,594</b>	<b>69,594</b>
<b>SUBSIDY</b>	<b>1,273,223</b>	<b>1,400,000</b>	<b>964,333</b>	<b>1,116,331</b>	<b>151,998</b>

Attachment III



## From Here To There - Some Steps To The Future

Present	Future
1 Implicit Purpose, Values and Interests	1 Explicit Purpose, Values and Interests
2 Limited Learning Transference	2 Significant Learning Transference
3 Limited "Big Picture" Impact	3 Maximum "Big Picture" Impact
4 Variable Quality and Relevance	4 Consistent Quality and Relevance
5 Consultancy Focussed	5 Development Focussed
6 Billable Days Driven	6 Quality Income Driven
7 High Costs - High Overheads	7 Appropriate Costs - Low Overheads
8 Personal Accountability - Personal Portfolios	8 Personal Accountability - Team Portfolios
9 Limited Incentives - Unclear Sanctions	9 Imaginative Incentives - Clear Sanctions
10 College Thinking	10 Fund Thinking
11 Talented, Friendly and Fun Some Of The Time	11 Talented, Friendly and Fun More Of The Time

*"Conditions for the Second Curve to Emerge"*

## Mission and Purpose

“The College is a centre for organisational and personal learning whose specific mission is to develop and improve the clinical, professional and organisational leadership of the NHS. The College works primarily with senior managers and professionals and those with leadership potential, to help them to secure sustainable change both in their own performance and that of their organisations. The College seeks to develop individuals (personal development); individuals and their teams (team development); groups of leaders and potential leaders (group networking and development); and whole organisations or potential organisations (organisational design and development). In pursuing these activities, College Faculty are expected to work in a variety of settings including the College’s own central London learning and development centre, as well as with clients in their own organisations throughout the U.K..”

*Extract from the recent advert for new Fellows.*

# Subjects for Action

## **Redefining the College Mission and Interests**

- Mission and Themes
- Core Work
- Autumn Workshops

## **The Future for Fieldwork and Education Programmes**

- Larger Projects
- Team Working
- Centrally Secured Work

## **Establishing the Development Fund**

- Scale
- Purpose

## **Becoming More Businesslike**

- Income Targets
- Reducing Overhead Costs

## **Increasing Faculty Capacity**

- Replacements

## **Making a Greater Contribution Within the Fund**

- Joint Working
- Development Fund

## **Client Care**

- Client Charter
- Client Review Process

## **Producing the Business Plan for 1995**

- Financial Assumptions
- Implementation Consequences

## The Development Fund

In 1995 the Development Fund will be established with £500,000 of the College's subsidy.

The Development Fund will be used to:

- i. *Provide encouragement to the Faculty to engage in innovative and distinctive work that advances our mission, but could not be funded from normal sources.*
- ii. *Provide encouragement to leading organisational and professional practitioners within the NHS to undertake innovative and distinctive work, in partnership with Faculty, that advances our mission.*
- iii. *Enable more Faculty time to be available within the Fund for innovative work.*
- iv. *Provide for the involvement of a limited number of outstanding external people from the NHS, academia and elsewhere, again in partnership with Faculty, who would advance our thinking and learning.*
- v. *Enable us to be more effective at disseminating our learning across the NHS and elsewhere.*

The Development Fund will be managed by the Director, advised by a small group drawn from the Executive and the Faculty.

The scale of the Development Fund and the balance of its use across the broad headings would be agreed as a part of the overall annual business plan for the College.

Bidding for the Development Fund will be prospective.

The distribution of funds will be spread throughout the year.

## Key Business Planning Assumptions

1.       Susidy Reduced from £1,208,000 to £1,057,000  
          split into a Development Fund of £500,000 and a  
          price subsidy of £557,000.
  2.       Overheads Reduced to Support Staff raio of  
          1.5:1 from 2.5:1.
  3.       Income Targets of £121,500 per Faculty FTE  
          giving a total income of £2,960,000 (*including the  
          contribution of part-timers and conference income*).
  4.       Total expenditure target of £3,517,000.
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## Main Management Actions

### 1. **Income Secured**

- \* Larger Projects.
- \* Team Working.
- \* Monitoring Net Income Targets.
- \* Processing Invoices and Cash Retrieval.

### 2. **Expenditure Reduced**

- \* Faculty Support Staff Restructuring.
- \* Cleaning Services Restructuring.
- \* Catering Services Restructuring.
- \* Securing Planned Savings for Cavendish Square.

## Where are we in the Change Process at the College?

Figure 1

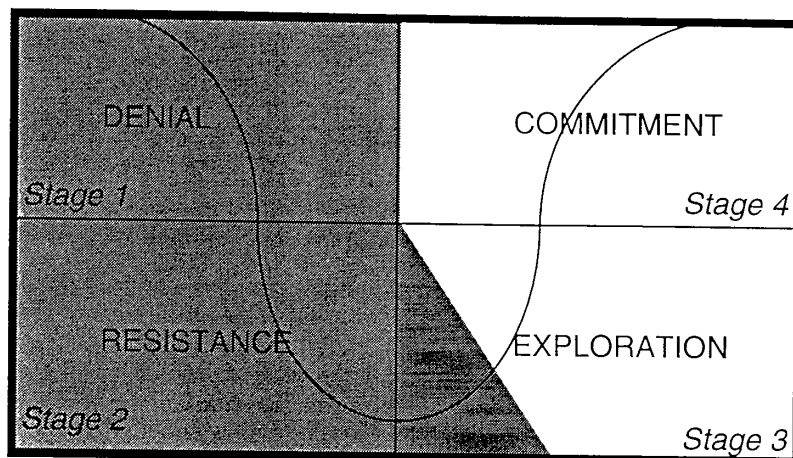
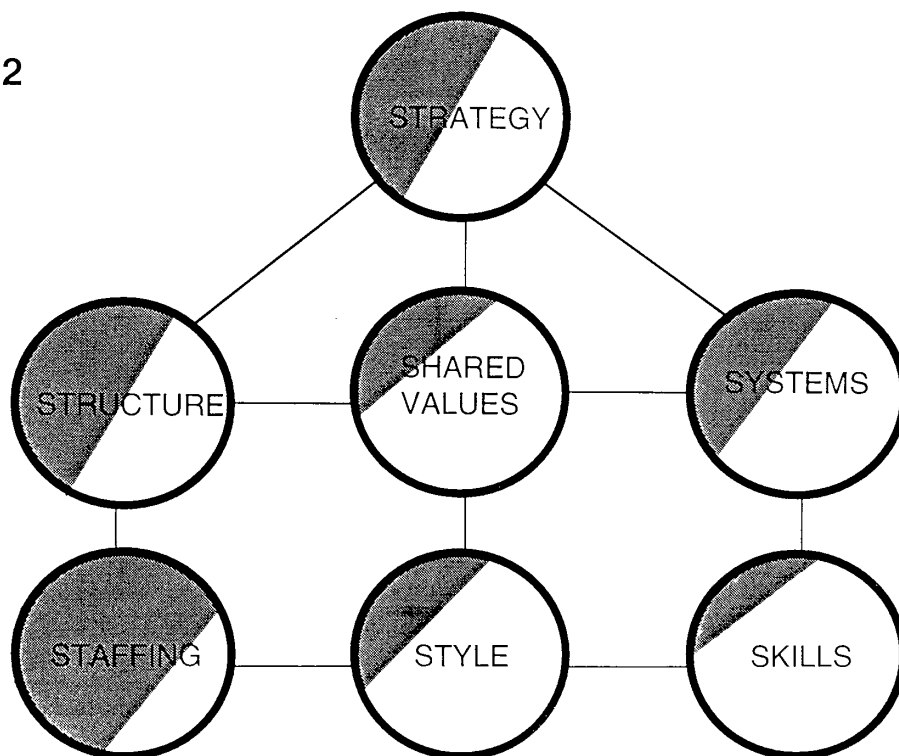


Figure 2



 = Present Position



them to **learn** how to adapt as quickly and as smoothly as possible to unforeseen or imperfectly anticipated change.

This recognition, in turn, has led us to articulate three themes that – amongst others – might be explored more fully during the workshops:

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**Developing new, often transient, and more effective forms of organisations:**

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We understand that the uncertain and turbulent nature of the environment within which the NHS operates, means that the evolution of the 'formal' organisations that make up the service (such as acute hospitals; or GP practices) lags behind the developing problems they need to address. We therefore need to continually question what are accepted as 'official' organisations (groups of buildings; hierarchical employment arrangements; etc.). Increasingly, our work involves developing new forms of organisations that transcend traditional NHS boundaries creating new connections, networks and alliances that need to evolve and change over time. We are committed to working with the NHS and the wider social care sector to discover and to develop organisations that will maximise the benefits to patients.

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**Developing new, informal, and more effective forms of leadership:**

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As new organisations are required, the NHS also requires new forms of both clinical and organisational leadership. All too often existing forms of leadership are based on and derive their authority from, the structures and hierarchies characteristic of traditional organisations. As organisations evolve and their boundaries blur these traditional forms of leadership become increasingly ineffective. We recognise the need to develop new forms of leadership rooted in interactive and shared forms of learning based on networks of formal and informal leaders, rather than on the authority vested in one or a small number of individuals. We are committed to working with the NHS to develop more effective

forms of leadership that focus on people not structures; on influence not control; and on a willingness to share ideas, to reflect and learn.

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**Developing the key players:**

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New forms of leadership require new kinds of leaders. Developing more effective leaders often involves distinguishing between 'superiors' who have traditionally 'led' official organisations, and those who provide leadership by contributing to the evolution of more effective organisations. Such informal leaders may be found at all levels of the NHS managerial and professional hierarchy. What they have in common is the potential to act as change agents in influencing the evolution of their organisations and therefore, the evolution of the NHS. The College is committed to working with the NHS to realise this potential by developing these new leaders.

Translating broad theme such as these into practice presents several difficulties relevant not only to the future of the College, but also to the future of the NHS. These include:

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**What does it mean to 'develop' an organisation when the real need is develop a different, perhaps transitory, organisation?**

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**What does it mean to 'develop' new forms of leadership when senior managers and professionals sit at the top of hierarchical structures that embody and perpetuate traditional ideas of leadership?**

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**What does it mean to 'develop' new leaders as change agents, when it is not possible to know with any certainty where change will lead?**

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Dilemmas such as these constitute challenges for NHS management *now*. It is our view that the management thinkers we have invited to participate in the workshops have all developed very powerful ideas which are relevant to thinking through the implications of these and the many other challenges facing the NHS management in the 1990s. We look forward to working with you.

**Invited**

**GUESTS:**

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*Workshop 1  
(September 29th and 30th):*

Donald A Schon, Ford Professor of Urban studies and Education at the Massachusetts Institute of Technology and author of **The Reflective Practitioner** (1983) and **Educating the Reflective Practitioner** (1987), and numerous other books and articles concerned with professional education, management development and organisational learning.

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*Workshop 2  
(November 7th and 8th):*

Margaret J Wheatley, President of the Berkana Institute, Professor of Management at Brigham Young University and author of the widely acclaimed book **Leadership and the New Science: Learning about Organisation from the Orderly Universe** (1992).

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*Workshop 3  
(December 6th and 7th):*

Richard Normann, founding Director of SMG, an international consultancy specialising in strategic change and business development in service and knowledge oriented organisations. Richard Normann is the author of the best-selling book **Service Management: Strategy and Leadership in Service Business**, which has been published in eight languages.

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