



Smith Review (5 year forward view)

Highlights and Recommendations

www.nqican.org.uk



@nqican

Smith Review



<http://www.england.nhs.uk/wp-content/uploads/2015/09/improv-ldrshp-dev-rev-sept15.pdf>

<http://www.kingsfund.org.uk/audio-video/ed-smith-transforming-nhs-within>

f

Review of centrally funded improvement and leadership development functions

A review on behalf of NHS England, Monitor, NHS Trust Development Authority, Health Education England, Public Health England and the Care Quality Commission

Final
(27th March 2015)

Smith Review



- NHS IQ ceases to exist
- 15 AHSNs to coordinate local QI activity
- One stop shop for improvement resources to be developed
- NHS Leadership Academy to have key role in developing improvement skills
- Small national team (?NHSE) to provide leadership, expertise and support
- Clinical Senates to have a role in supporting change
- Need for clarification of roles of Clinical Networks and AHSNs
- Self-sustaining operating model where organisations and systems build their own capabilities but are held account for progress
- Partnership between NHS Leadership Academy and Health Education England (HEE)to be strengthened

Smith Review



- a) **Recommendation 1 (ref. para 112.a):** National strategies for both improvement and leadership development (including talent management) will be created for the health and care system, developed in parallel and explicitly aligned, in order to support the delivery of the 5YFV;
- b) **Recommendation 2 (ref. para 112.b):** Every NHS organisation should develop strategies setting out their approach to improvement and leadership development (including talent management) which are aligned to the national strategies and the needs of their local systems;

Smith Review



7. In specific relation to the health and care system's approach to improvement, the intention is to establish a self-sustaining operating model where organisations and systems build their own improvement capabilities, and are held to account for progress. In this context the following summary recommendations are made:
 - a) **Recommendation 5 (ref. para 114.a):** Standard operating models should be developed which set out how the different parts of the improvement architecture, at both national and local level, should be aligned and work to support delivery of service improvement, service transformation and service intervention activities. These will be informed by the learning from this Review and the priorities set out in the national strategies on improvement and leadership development;

Smith Review



- d) **Recommendation 8 (ref. para 114.d):** A 'one-stop shop' should be established to offer access to shared improvement resources that may be common requirements of all the AHSNs. This would provide economies of scale and might include access to research and evaluation advice, spreading learning and best practice across AHSNs and the national improvement team (Recommendation 10) and connecting people across systems at all levels. The hosting and funding arrangements for this resource will be determined through the implementation stage.

- e) **Recommendation 9 (ref. para 114.e):** In order to successfully build the improvement skills and the leadership required to harness these skills and effect change across the system, it is recommended that the development of individual and team improvement capability is additionally supported through programmes commissioned by the NHS Leadership Academy.

Smith review - NHS Leadership Academy



- Continued commissioning of development of evidence base through R&D
- Nationally coordinated talent management programme
 - To include development of senior leaders / the top 200 posts
- Supporting system reform