

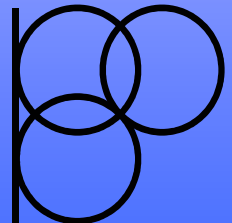
Governance in UK primary care: docs working or Poms whingeing?

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Policy.Development.Partnership

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Areas of governance

➤ Corporate governance

➡ ensuring business runs with financial efficiency

➤ Clinical governance

➡ ensuring business runs with clinical effectiveness

➤ Overall governance

➡ ensuring public get appropriate services



Defining the professions

Society needs professionals where judgements are required, and there are no clear answers. This makes the measurement of their performance somewhat difficult....

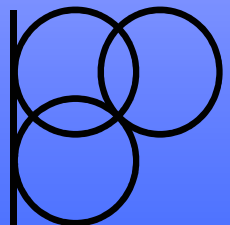
JS



Professional training

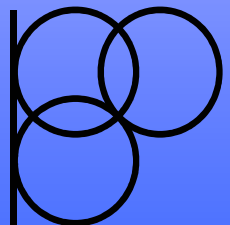
- Values are important
- Autonomy is a key attribute
- Self motivation
 - ➡ not much room for self doubt
- Self improvement
- Resistant to change
 - ➡ or is it an infallibility principle?
- Status driven
 - ➡ measuring status in the 21st century

I IMAGINE THE LIFE
OF A SURGEON CAN
BE VERY REWARDING..



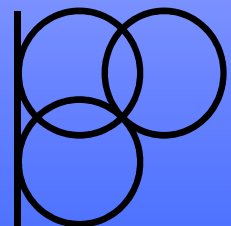
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OBVIOUSLY, YOU HAVE
SAVED THE LIVES OF
MANY PEOPLE...



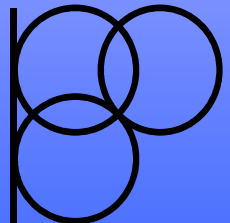
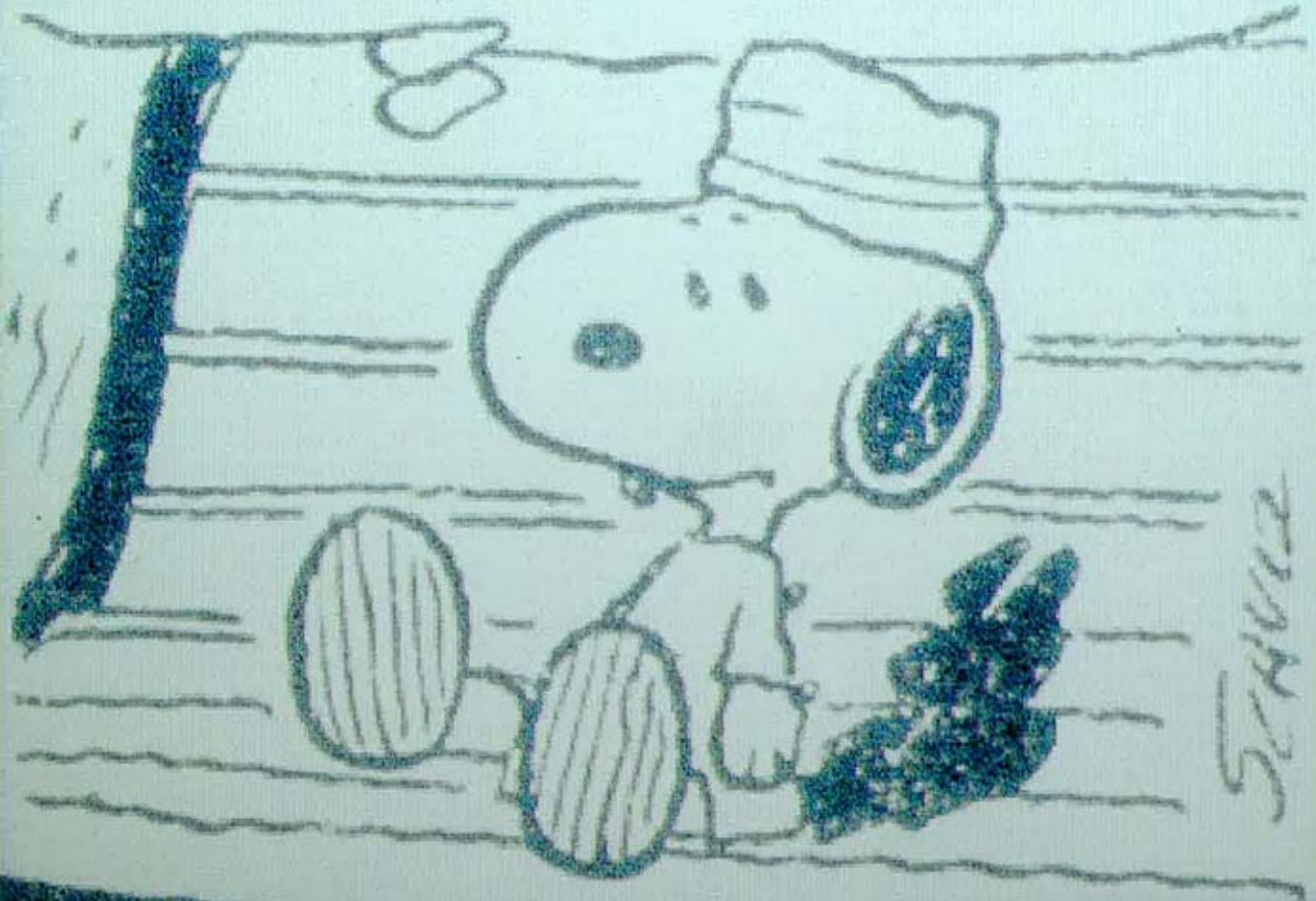
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IS THAT WHAT LED YOU
TO BECOME A SURGEON?



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NO, I JUST LIKED THE
LITTLE GREEN BOOTIES!



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The doctors' dilemma

- The buck stops here:
 - ➡ Primacy of doctor/patient relationship
 - ✦ no other doctors involved
 - ✦ no other clinicians involves
 - ➡ Accountability based on individuals
 - ➡ Traditional 24 hr responsibility for GPs
 - ➡ The surgeon's bravura
- Nothing about corporacy
 - ➡ but corporacy is key in the 'new NHS'

New tricks for old dogs

➤ Clinical governance

➡ 'you can take professionals to water but you can't make them drink'

➡ trying to reduce variability and share risk

➡ broader notions of accountability

✦ ...it's not just the doctors who need to be involved

➤ 'Corporate clinical responsibility'

➤ Clinicians carrying joint responsibility

➡ relief as problems can finally be shared

➡ ... but anxiety about the 'thought police'

NHS structures

➤ Public service

➡ with public accountability

➤ Lay Board

➡ Chair and non-executives

★ ...and minority of executive directors

➤ Non-executive directors: external probity

➡ Chair is the ambassador

➤ Executive directors: internal effectiveness

➡ Chief executive runs the business

Lay involvement in governance

- Non-executive directors selected, not elected
 - ➡ the Appointments Commission
- Not delegates of the public
 - ➡ intended to be clinical 'non-experts'
- Roles are
 - ➡ supportive challenge
 - ➡ the 'fuse' in the circuit
 - ➡ worldly experience
 - ➡ transparency of process

Wider public involvement

➤ The next Big Thing

➡ politicians, populism and the 'third way'

➤ Foundation Trusts

➡ 'locally owned'

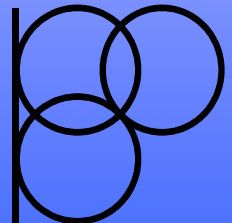
✦ (but what does that mean?)

➤ Publicly led prioritisation

➡ the rise of consumerism

➡ risks of raising unmeetable expectations

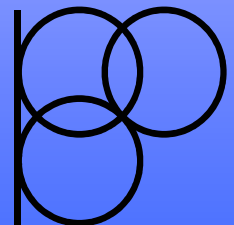
✦ needs much better informed consumers



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‘The new NHS is a masterly exercise in giving managers ample opportunity to demonstrate their skills in handling and applying chaos theory in the transformation of the service’

David Hunter



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