

<b>Report to:</b>	Board of Directors				
<b>Date of Meeting:</b>	27 April 2016				
<b>Report Title:</b>	Chairman's Briefing				
<b>Status:</b>	<b>For information</b>	<b>Discussion</b>	<b>Assurance</b>	<b>Approval</b>	<b>Regulatory requirement</b>
Mark relevant box with X	X				
<b>Prepared by:</b>	Michael Luger, Chairman				
<b>Executive Sponsor (presenting):</b>	N/A				
<b>Appendices (list if applicable):</b>	None				
<b>Purpose of the Report</b>					
To inform the Board of the Chairman's activities.					
<b>Action required of the Board of Directors</b>					
To receive and note the report.					

<b>Key points for information</b>
<p>One thing is certain in the NHS: we need to “change and succeed under challenging conditions“. I use those words because they echo the subtitle of a popular business book used in many exec ed training sessions. The book, by John Kotter, is a fable with penguins struggling to come to terms with the dawning reality that their iceberg is melting.*</p> <p>Kotter's guidance for successful change has four headings: set the stage, decide what to do, make it happen, and make it stick. To set the stage, you must create a sense of urgency and pull together the guiding team. To decide what to do you have to have a clear vision and strategy. Making it happen requires communication across the organisation and stakeholder groups, the empowerment of others, persistence, and the demonstration of short-term wins. And to make it stick, you must create a new culture.</p> <p>As you read this, I imagine you are mapping our journey against that guidance. The stage has been set for us: we are reminded of the urgency of the situation every day. And the guiding team is in place, sitting around this table. Of course, it is incumbent upon us to ask regularly if the guiding team has the right people, doing the right things. (And that is what the annual appraisals that are now underway are all about).</p> <p>In terms of vision and strategy, I think we would agree that our “Right Care” approach is relevant and strong. And we have the mechanism in place to review and adapt it regularly.</p> <p>The biggest challenge we face, in my view, is to “make it happen.” The vision and strategy has to be embraced not just by the Board and other senior staff, but by entry-grade workers, clinicians, and our wide range of partners and stakeholders. We have had some short-term wins (various recognition, Vanguard status, etc.) that sends a positive signal to our community about what we are trying to do. But I think we need to be more effective in widening our messaging. For the empowerment of others to help us, we have to be comfortable the others understand and buy into the vision and strategy.</p> <p>That relates to the last of Kotter's requirements for successful change: to transform the culture. That may be our biggest challenge – to overcome the personal and professional inertia of well-meaning staff</p>

who have practiced their health care in a certain way for many years, and to make patients understand that clinical practices and health care procedures have evolved from where they were in the past (more self-care, using technology, etc.).

As I approach the completion of two years in post I reflect on what “progress” we have made as an organisation. Whilst I am proud of much of what we have accomplished I also believe we can do – we must do – better. Let’s talk about how to widen our communications and accelerate the change of culture.

\* John Kotter with Holgar Rathgeber, *Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions*. London: McMillan, 2006

## **Recommendations**

To receive and note the Chairman’s Briefing.