Why Leadership Is Important?

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Clinical Director (1992 - 1998)
Medical Director of Bury NHS Trust (1998 - 2003)
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NCAS Adviser Since 2003
Clinical Adviser to the Health care Commission.
Medical Director of Wrightington, Wigan and Leigh Foundation Trust

Exhibit tender hearts and tenacious wills
Our NHS

I am (was) very proud of our NHS

Vast majority of care is of very high quality.

Move toward relationship rather than isolation.
Who do the Public Trust?

Doctors                          91%
Teachers                         86%
Clergy                          78%
Police                          63%
Man on the street              52%
Journalists                    18%
Politicians                    17%

MORI May 2007 (After Shipman)

Honor others. Say thank you.
1. Why Leadership is Important?

Make life better for others.
The greatness of a nation can be judged by the way its animals are treated.

Listen eagerly, actively, and openly
They were human beings!
Mid-Stafford Irony
Why? Why and Why?

Every one of us must look at our own conscience.

We must make sure – Never again such a tragedy in our NHS.

We must always put patients at the heart of everything we do.

We as doctors must take on leadership roles.

Deal with controversies and tough issues quickly and optimistically. Trustworthy leaders don’t sweep issues under the carpet.
Why Leadership is Important?

- Leadership is the key
- Leadership sets the culture, values and behaviours of the organisation
- Culture is ‘How we do things when no one is watching us’
- Good leaders create good energy and environment and staff are happy
- Happy staff – Happy patients
2. Why you should be leaders?

Talk about themselves humbly and realistically.
Talk about others thankfully.
Reason for our Success

Success is rarely due to one individual
It is about team working
5 Things we focused on
  – Good Culture
  – Good Leadership
  – Good Governance
  – Good Staff engagement and involvement
  – Good patient engagement and involvement

Leadership is about your values, belief and behaviour
7 Deadly Sins

1. Poor culture, leadership and systems
2. Genuine human errors
3. Professional hazard
4. Difficult doctors/nurses
5. Doctors/nurses in difficulty
6. Poorly performing doctors/nurses
7. Criminals, perverts and those who exploit vulnerable patients and systems who happen to be doctors
Individual Doctor

- Is he ill
- Is he an alcoholic
- Is he stressed
- Are there family/personal problems
- Is he manipulative
- Is he nice but useless
- Is he rigid
- Is he controlling/bully
- Is he rude and dismissive
- Is he angry and shouting
- Does he have an attitude problem
- Is he in the wrong job
- Is he nasty
- Is he disruptive
- Is he impossible
- Is he a poor clinician

David Scott Chairman of BMA
CCSC Medical Managers sub-committee
Your Systems

- Poor Leadership
- Poor culture
- Bullying and victimisation
- Poor team working
- Poor communication
- Poor resource
- Poor HR policies and procedures
- High staff turnover
- Locums/agency staff
- Over worked staff
- Staff afraid to raise concerns
- Poor Governance
- Poor QA systems
- Ivory tower leadership
- Poor performance management
- Demoralised staff
Statistics

- 1 to 5% doctors have problems with their performance
- 5% Doctors behaviour is so disruptive that it affects patient safety and team working
- 1 in 17 doctors drink excessively or take drugs during the life time of a doctor
- 15% doctors performance is affected due to ill-health during the life time as a doctor
My Role as MD

- Promoting ‘Fair and Open’ Culture
- Supportive and Learning Culture
- Strong medical leadership at every level
- I personally met 156 consultants
- I meet GPs regularly
- I meet/keep in touch with Juniors regularly
- I meet SDs Regularly
Most Important

- Self-discipline
- Professionalism
- Good team working
- Excellent culture
- Excellent leadership
- Staff feel involved, engaged and valued
- Patients get much better and safer care
- Excellent relation with CCG and GPs
Why you should be Leaders?

- You can make a difference
- Very rewarding job but most challenging
- You can leave your legacy behind
- Today, we are the second best Trust in the North-West and 5th best in the North
- 2013 We got 7 Awards
- Staff feedback survey improved a lot
3. What makes someone good leader?
What is Leadership?

- Leadership is not a position, power or authority.
- But great sense of responsibility.
- In my case as MD having the courage to do the right thing for our patients, staff and the Trust.
My own style of Leadership


- Enthusiastic and passionate
- I wanted to change the world
- I wanted result at any cost
- I was impatient
- Spent 90% of my time with 5% difficult and useless doctors
- I was over-confident and may even be arrogant

MD of Wigan (2010 – To date)

- Enthusiastic and passionate
- I have changed myself
- I want results
- I have lot of patience
- I spend lot of my time with my hard working and other colleagues
- I am polite, courteous
My own style of Leadership

Bury

- Leadership is a power
- Meetings were fire fighting
- I wanted to win the mind
- I told them what to do
- I never used to thank hard working consultants
- Lot of knee jerk reaction
- People could see my anger
- They are difficult doctors

Wigan

- Leadership is responsibility
- I enjoy meetings but reduced them but spend more time meeting people
- I try my best to win the heart
- I tell them what needs to be done
- I thank them often, praise them a lot
- I avoid any knee jerk reaction
- I am very composed and calm
- I do not find anyone difficult
Results

**Bury**
- Did not enjoy my job
- Got some results
- Never used to sleep well
- I was not confident of long term success
- Never created more leaders
- Short term aims

**WWLFT**
- Enjoying a lot
- Getting consistent results
- Sleep very well
- I am pretty confident
- Today have 22 medical leaders
- Long term strategy to be the best in the country
Leadership

- Lead and inspire people.

- Don’t try to manage and manipulate people. Inventories can be managed but people must be lead.

~Ross Perot
A leader’s role is to raise people’s aspirations for what they can become and to release their energies so they will try to get there.

~David R. Gergen
Some Tips

1. Do not compromise patient safety & quality
2. Leadership is about your values, behaviours and belief
3. Do not compromise with your values
4. Stand on principle even when it hurts.
5. Lead from the front and lead by example
6. It is all about help, support, guidance, involvement and engagement of staff
7. Communicate, Communication, Communicate
Some Tips

1. Patience is virtue – Rome was not built on one day
2. Do not spend 80% of your time with 10% of ‘bad’ ‘difficult’ or useless consultants
3. Spend with hard working, good consultants who want to work with you
4. Praise often, thank regularly – Send a copy to your CEO – Your consultants love it!
5. Going gets tough – Tough get going
6. Resilience, Resilience and Resilience
Some Tips

1. Remove ‘bad’ leaders and leaders who create corrosive energy – NHS has never been good at it
2. There is nothing like ‘Difficult Doctors’ – We may think some of our colleagues as difficult
3. Talk to them, respect them and listen to them and you will be surprised!
4. There is nothing like ‘Lack of insight’ – We make them blind
Indian Proverbs

- You may be able to bend a plant but you will not be able to bend a tree.

- If you can’t bend it when it is a plant you will never be able to bend it when it becomes a tree!

- Nip it in the bud!
Some Tips

1. Listen, respect everyone including those who don’t like you or hate you.
2. Identify those with leadership skills, train, guide, mentor and empower them
3. Good leader creates more good leaders
4. Here you need persuasion skills
5. You need negotiation skills
Some Tips

1. Avoid knee jerk reaction
2. Be approachable, visible and available
3. Promise less – Deliver more
4. Keep up your promise
5. Apologise quickly when appropriate
6. Humility and humanity is what your colleagues appreciate
7. Be a role model
Your Challenges

- Some of your colleagues:
  - Infighting
  - Simply can’t get on with each other
  - Allegation and counter allegation
  - Some drain you

- Remember – 80% consultant make your job easy and make you proud

- Some boring meetings!
Sadly management, performance, professional regulations are all ‘dirty’ words of our NHS and the profession!

Most doctors do not need any of these

In Wigan, I am very proud of many ‘gems’ I have

‘Herding the cats’

Please don’t insult poor cats!
It is Jungle out there

MD/RO and CDs are the king of the jungle
How Do We Feel Dealing With These

Why did I take this job?
Vast Majority are wonderful and nice human beings
## Behavioural factors – how strengths can become weaknesses

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<th>STRENGTH</th>
<th>DYSFUNCTIONAL BEHAVIOUR</th>
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<td>Enthusiastic</td>
<td>Volatile</td>
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<td>Shrewd</td>
<td>Mistrustful</td>
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<td>Careful</td>
<td>Cautious</td>
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<td>Independent</td>
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<td>Dutiful</td>
<td>Dependent</td>
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- Moving away from others
- Moving against others
- Moving towards others

Source: Hogan and Hogan (1997, 2001); King (2008)
Finally

- Patient safety should matter to us
- Quality of care should matter to us
- Ask yourself why did you become a doctor?
- To make a fellow human being better!
Whatever you do will be insignificant, but it is very important that you do it.
No one else will.
-Gandhi
Be a Leader

“You Must Be The Change You Want to See In The World.”
- Mohandas K. Gandhi
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