

Getting the most from developmental reviews of leadership and governance using the well-led framework in the NHS

NHS Improvement wishes to seek views from potential suppliers about how we can maximise the benefit from developmental reviews carried out by NHS trusts.

Introduction

In-depth, regular, and independent reviews of leadership and governance are good practice across all industries. Rather than solely assessing the current position of providers in the NHS against the well-led framework, these reviews should identify the areas of leadership and governance of organisations that would benefit from further targeted development work to secure and sustain future improvement.

Independent and objective assessment as part of these reviews is vital to safeguard against the optimism bias and group think to which even the best organisations may be susceptible. Our guidance therefore recommends that trusts commission an external supplier to coordinate and facilitate the reviews every 3 – 5 years. Please see the framework guidance for more details: <https://improvement.nhs.uk/resources/well-led-framework/>

Reviews are likely to take the form of commissioning consultancy firms with expertise across the eight domains of the new well-led framework, published in June 2017. Assuming an even spread of reviews across the suggested period, there may be c.50 reviews commissioned by individual trusts per year.

Invitation to contribute

As part of increasing the value derived from these reviews, and enhancing the knowledge sharing between providers across the NHS, we are establishing a system of peer review to support trusts in their development and preparing new guidance to promote better practice in commissioning suppliers.

We would like to explore the questions that arise from this approach to developmental well-led reviews with a range of potential suppliers. As a supplier, this would give you the opportunity to consider your offering to providers in the NHS in the future, consistent with the new well-led framework and the approach to peer review.

We are holding a **market engagement event** to discuss the questions listed at the end of this notice. This will take place in the **afternoon on Wednesday 12 July 2017** in London. A dial in facility will be available, but in person attendance would be preferred. If you would like to attend, please email the names of your delegates (maximum 2 per organisation) to v.partridge@nhs.net by 5pm on 6 July 2017; further details of the meeting will be sent to those who respond.

If you are not able to attend the meeting, **you are welcome to provide written feedback** to v.partridge@nhs.net by on 5pm 12 July 2017.

Questions to be covered at engagement event

NHS Improvement wishes to seek views from suppliers about how we can make sure their engagement enables maximum benefit to be derived from developmental reviews.

The two key areas for comment are in relation to:

- Developing new guidance that promotes better practice in commissioning suppliers to deliver effective developmental well-led reviews
- Embedding peer review as part of the external teams to enable the sharing of experience more widely in the NHS Trust sector.

In particular, we would like to explore the following questions regarding developmental well-led reviews:

- What can providers in the NHS do to improve commissioning of reviews leading to improved products that will enhance supplier take-up as well as leading to lasting improvement in the NHS provider sector?
- What issues within specifications make it easier for suppliers to deliver an appropriate service; what has been less helpful?
- What is your appetite for working with peer reviewers from the NHS?
- How would you need to adapt your approach to make use of peer input?
- What needs to be considered before peer reviewers can be engaged, e.g. regarding the management of liabilities?
- In what ways could we harness the learning from suppliers undertaking multiple reviews?