



CHANGE MANAGEMENT IN THE PUBLIC SECTOR



PwC with NHS England Keogh Review

We all remember the scandal of appalling care and patient deaths at Mid Staffordshire NHS Foundation Trust that hit the headlines in early 2013. It prompted the government to ask Sir Bruce Keogh, England's NHS Medical Director, to investigate abnormally high mortality rates at 14 NHS trusts. With only three months to produce a report, he called on PwC for help.

The review had to be:

- Completed rapidly (so that problems could be tackled as soon as possible);
- Accurate and based on transparent evidence (so that it was accepted and not undermined by disagreements over data);
- Accessible and understandable (to clinicians, patients and members of the public); and
- Constructive (so that both these hospitals and the wider system could be helped to make improvements that would save lives).

Sir Bruce asked PwC to support him in designing and delivering a programme to:

- Recruit multidisciplinary teams of clinicians, managers and patients and train them to carry out high-quality reviews
- Access, analyse and present data in an easily digestible format that both clinicians and members of the public would engage with
- Design and run a rapid, robust end-to-end inspection process to establish the quality and safety of care
- Manage the logistics of inspecting 14 hospitals (on multiple sites) across the country over a six-week period, using large multidisciplinary teams
- Manage communications with hospital trusts, the wider health system, patients and the public, the media and MPs
- Draw together themes and learning from the reviews for the wider NHS

The inspections found problems relating to quality, safety or leadership at all the trusts. The resulting analysis was described as "the most transparent the NHS has ever seen". For the first time, an NHS inspection had tapped the combined insights of staff, patients and the public. Sir Bruce called it "probably the single most powerful aspect of the review process."

The day after the report publication, an NHS commentator wrote: "Bruce Keogh's review is the best NHS report I have ever read... Keogh has shown everyone how to conduct a review that is accepted by those reviewed, understood by the people who need to read it and reassuring for the staff who work in the organisations. It is a work of genius."

The review had an immediate impact on the quality of care provided by the 14 trusts inspected – hundreds more doctors and nurses were recruited and a number of changes took place at board level. A review carried out a year later showed significant improvements in all the trusts and a closing of the gap between the ‘Keogh’ trusts and the rest of the country – which it concluded could be attributed directly to the Keogh review and the subsequent „special measures regime“, and not something that would have happened by chance.

CQC, the healthcare regulator, has since adopted the ‘Keogh approach’ to inspections and rolled it out across the whole health sector. By the end of next year, all 31,000 healthcare providers in England will have been reviewed under a Keogh-based inspection.