



## The BAPIO SW Leadership Initiatives – *Creating a Novel and Effective Force!*

Uma Gordon MBBS FRCOG<sup>1</sup>

Dharam Basude MBBS FRCPCH<sup>2</sup>

Mangla Mundasad MBBS FRCPsych<sup>3</sup>

1 Consultant Gynaecologist, Clinical Senior Lecturer, University of Bristol

2 Consultant Paediatric Gastroenterologist, UH Bristol NHS FT

3 Consultant Psychiatrist, Bristol

[uma.gordon@bristolfertilityclinic.co.uk](mailto:uma.gordon@bristolfertilityclinic.co.uk)

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Since its inception in 1948, NHS has gone through major organisational changes. It is clear that the Leadership models of even the larger companies are unlikely to successfully cater to the vastly varied needs of the NHS. Sir Francis's report highlighted poor leadership styles and provided a new impetus and urgency to resolve this matter. Therefore in recent years, there has been a significant investment in leadership development programmes by Department of Health and NHS England. Leadership is not a one off achievement for individuals but a progression of skills. There is also a clear argument that effective change requires good leadership at all levels with similar overall goal. There is far less representation of black and ethnic minority staff at board or senior leadership positions in the NHS. It is also clear that clinical leadership is most likely to allow the understanding of the needs of NHS and steer the direction of change.

However, many key issues in NHS are not just limited to specialities but also across many NHS Trusts within the region or even the nation. There is an urgent and compelling need for leadership that reaches across the boundaries of organisations providing important aspect of collective leadership. There are not many models for collective leadership in NHS and this is even more important in a region where there are likely to be significant interdependencies and solutions that are applicable across NHS Trusts. But to make this possible, one requires a forum for the leaders to meet without these organisational boundaries and resistance of bureaucracy or politics aiming to improve the overall patient care.

BAPIO South West and 'Our NHS Our Concern' is leading the way under the leadership of Prof Parag Singhal in bringing the leaders together from today and tomorrow in a unique way in driving the agenda for change. BAPIO South West has so far brought together both clinical and non-clinical leaders from at least 6 different Trusts within the region.

**Leadership Programmes:**

‘Leadership is a journey and not a destination’. With this in mind, locally we run a 4 monthly programme under the leadership of the core committee. The format is interactive, with brief talks setting the scene followed by plenty of opportunity and motivation for open discussion. This is followed by small group work to identify practical, sustainable solutions, which can be implemented in local units. Facilitating positive discussion with learning from each other’s experience creates a fulfilling experience and provides satisfaction of working out real and practical solutions without organisational boundaries. The topics identified so far are active issues affecting us all such as reducing demand, improving productivity within economic constraints, staff motivation, patient safety, understanding human factors in NHS, quality improvement and effective transformation with clear local examples and analysis of successful programmes.

**BAPIO Highlight:**

South West BAPIO members met His Excellency Mr Sinha, High Commissioner of India on the 4th of May 2018, during his visit to Bristol the first in 26 years. The aim of the visit was to strengthen business and academic relations between the two countries. The Lord Lieutenant of Bristol Mrs Peaches Golding OBE welcomed the HC and oversaw the arrangements to visit the Universities of Bath and Bristol and their students. He also met Business leaders at breakfast including the Metro Mayor Tim Bowels and later BAPIO Members at a tea party at City hall. This was followed by the reception hosted by Prof. Brady, VC of University of Bristol. The visit has opened the doors for academic exchange in areas of mutual interest for both countries and follow up visits and meetings are being arranged. Our South-West community is grateful to Prof. Parag Singhal, Chair SW BAPIO and Mr Stephen Parsons, Deputy Lord Lt for organising this visit.