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Examining commissioners leadership behavior

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Clinical commissioning groups (CCGs) now control around two-thirds of the NHS budget, influencing healthcare provider priorities and playing a key role in implementing the NHS plan. However, significant failures in healthcare have highlighted a dissonance between expressed values of leaders and everyday routine practices. This exploration investigates the leadership behavior of commissioners and the role it plays in determining quality and safety in healthcare. The research took a two-phase pragmatic mixed method approach: phase 1 used focused video ethnography to observe commissioners in a mock boardroom setting; phase 2 employed a quantitative questionnaire to determine the leadership behaviors that subordinates would expect their commissioners to adopt. The focused ethnography method used examined small communicative behaviors using a unique coding system which cross-referenced audible communication with non-verbal visible communication to identify the most dominant and assertive Commissioners. The findings of this research identified that the leadership style most prevalent within the commissioners was transactional in nature. The questionnaire to subordinates of commissioners identified that transformational leadership had the best outcome on staff performance if this was linked to positive leadership style. This confusion of leadership behaviors, allied with poor analyses of risk leaves commissioners prone to repeating previous healthcare failures.

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