

the many benefits of this will go a long way in improving practice in this regard.

Involvement of stakeholders, such as patients, carers or family members:

As this is a retrospective audit, they were involved indirectly in data collection.

Key Messages The decision to transfuse a patient should be based on the individual's clinical needs and as clinicians we should be mindful that transfusion is not without its risks. There is a need to balance the need of treating anemia, and avoiding unnecessary transfusion, with its associated costs and potential harms. Let us be reminded of the Hippocratic Oath: "I will prescribe regimens for the good of my patients according to my ability and my judgment and will do no harm or injustice to them".

Lessons learnt Blood transfusion practice is a very large topic and just sampling a small amount of patients provided a wealth of data. If I had the opportunity to start again, I would involve a larger amount of patients over a longer period of time.

Barriers to this project was mainly in data collection as we were reliant on lab personnel due to the lack of access on our part to laboratory IT systems.

Measurement of improvement After undertaking the improvement steps, it is proposed to reaudit over a similar length of time the same parameters and analyse for improvement.

Strategy for improvement Interventions undertaken include staff education in the form of teaching sessions. Other improvements planned include distribution of posters and dissemination of information via email and social media.

21 TIGERS, SPRINTS AND A GENERAL; INSIDE THE REVIEW OF HEALTH AND SOCIAL CARE LEADERSHIP AND MANAGEMENT

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Context NHS leaders and managers can get a bad press. Blame for delays, waste and inefficiency in the health service tends to be laid firmly at their door, often without any real attempt to understand the pressures and constraints facing them. So it was refreshing in late 2021 to see then Secretary of State, Sajid Javid, commission General Sir Gordon Messenger to conduct an England-wide review of health and social care leadership and management, acknowledge the excellence of many leaders and managers in the NHS, as well as the strain under which they operate.

The fact that management and leadership are each receiving the same level of attention from the review is also encouraging. In recent years, the importance of good management has been somewhat forgotten in the policy debate at the expense of a focus on leadership. Given that the NHS employs over 30,000 managers, it is important this imbalance is addressed.

Following research undertaken within my role at The Health Foundation into NHS Leadership and Management practice, I was seconded to support Gordon Messenger in the review as a clinical advisor in the review team.

Within the period of the review, the team used agile working methodologies to conduct fast paced quantitative and qualitative data gathering, and subsequent iterative policy

development. The final published report was accepted in full by both NHS England and DHSC and is now scoping implementation phases.

Within this presentation, I will discuss some of the key lessons from both the review process itself and also the research and subsequent recommendations of the report.

23 METEOR – AN IN-HOUSE TRAINING PROGRAM FOR TRANSFORMING EXPERT CLINICIANS TO CUTTING EDGE LEADERS AT TEL AVIV SOURASKY MEDICAL CENTER (ICHILOV)

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Context The project was conducted in the Tel Aviv Medical Center Ichikov in Israel.

The team involved was the hospital's CEO and Deputies, as well as experts specializing in developing leadership in healthcare systems.

The target group was new clinical heads of department at the hospital.

Issue/Challenge The challenge was to design and facilitate a learning journey that would enable and encourage the participants to transform from excellent and expert clinicians and researchers to leaders, since this requires them to abandon work patterns, narratives and paradigms that have successfully served them so far, and adopt a whole new set of leadership concepts, values, knowledge, and skills.

The training program widened the participants' points of view, and gave them a better understanding of the system, as well as their ability to promote their vision in it. As a result, they have transitioned into effective leaders with a potential to become the next generation of top leadership in Israel's healthcare eco-system.

Assessment of issue and analysis of its causes

In Israel, the selection of new heads of clinical departments is not conditioned by prior management training or diploma. The main criteria is clinical and research excellence. The program participants prepared and executed projects, and there was also a constant peer learning. The hospital's senior management took part in the design of the project and in mentoring the participants.

Impact The projects proposed by the program participants became an integral part of the hospital's work. The combination of simultaneous fifteen projects has a deep impact on the hospital's team and patients.

Intervention The project's principles and design could be implemented in every hospital in the world, with the necessary adjustments to the specific country and hospital cultures.

Involvement of stakeholders, such as patients, carers or family members:

Six projects out of 15, led by the program's participants, focus on patients experience and involve patients.

Key Messages Clinicians nominated to management positions should undergo effective leadership training

Lessons learnt Project-based learning, combined with peer learning and deep management involvement, is the key for leadership growth