



A Cancer Workforce in Crisis

Repository on Best Practices and Innovations

REDUCING BUREAUCRACY

Intro: In oncology, reducing bureaucracy in the workforce is imperative. Simplifying bureaucratic hurdles is essential to ensure that the focus remains squarely on delivering efficient and compassionate cancer treatment.

Title: Bureaucracy Is Keeping Health Care from Getting Better

Publication date: 2017

Link: <https://hbr.org/2017/10/bureaucracy-is-keeping-health-care-from-getting-better>

Example: Lean Daily Management Systems: This approach involves structuring leadership systems to connect everyone in the organization, especially leadership roles, to the issues faced by frontline staff daily. It defines the roles of each layer of leadership to include supporting the rapid solving of frontline problems and developing those under them to do the same. The aim is to actively manage daily operations, management, and improvement with the intention to combat bureaucratic behavior. Lean daily management systems make top-level goals and strategies clear and ensure that leaders' efforts help, rather than hinder, frontline work necessary to meet those goals.

Real-time Problem-Solving and Safety Learning: This approach focuses on real-time reporting and learning from incidents and problems in the workplace. For example, injuries or issues are reported up to the CEO, investigations and solutions are reported within 48 hours, and this information is shared with everyone in the organization daily. This approach ensures that the organization is effectively learning and solving frontline problems and encourages transparency and rapid problem-solving.



Title: Busting Bureaucracy in health and social care: understanding and leading cultural change to solve a complex problem

Publication date: Centre for Public Impact

Link: <https://www.centreforpublicimpact.org/insights/busting-bureaucracy-in-health-and-social-care-understanding-and-leading-cultural-change-to-solve-a-complex-problem>

Example: Streamlined Appraisal Process: NHS England and NHS Improvement, along with other medical organizations, reduced the preparation time for staff appraisals from an average of 5 hours to just 30 minutes. This change allows healthcare professionals to spend more time on patient care.

Simplified Information Governance: NHSX launched an online portal to host simplified Information Governance (IG) guidance. This simplification helps healthcare staff navigate complex IG rules more easily.

Transitional Regulatory Approach: The Care Quality Commission introduced a new style of regulation through its Transitional Regulatory Approach. This approach builds on the successful "Emergency Support Framework" used during the pandemic, streamlining regulatory processes.