

Case Study – UCLPartners Emerging Leaders for Primary Care Programme

Introduction

Sarah See is the Director, Primary Care Transformation for Barking and Dagenham, Havering and Redbridge CCGs. In 2016, she approached UCLPartners to commission a new leadership development programme to support emerging leaders in primary care within the three boroughs. The CCG Chairs were concerned at the time that there were few leaders across the patch and they were keen to develop local leaders who could be the future leaders for the boroughs from both a commissioner and provider perspective.

In Sarah's case study, she reflects on the impact she's seen as a result of the programme for emerging leaders in BHR.

What have been the key changes you've seen in the leaders who've attended the programme in the year or two since?

"I think one of the key things is seeing how the individuals have grown since. You can see how they're using the skills they've learnt to step up into new roles with more confidence. Most of those in last year's cohort have a profile now and I've seen them develop as leaders as a result. All of them have attributed this to the course and in particular, to the Staff College intensive modules and the ongoing support of Phil, their executive coach throughout. The feedback and stories all the members have shared have been really humbling to hear.

I was at a recent LMC meeting and one of the attendees was there. When he spoke up I could see a huge difference in him, from before where he'd seen everything as either black or white, I could see he had really listened to the other view-points in the room and had realised that really things were grey. He'd obviously really taken on board the feed-back he'd had through the programme and was able to manage his behaviour in the moment and look at the bigger picture, whereas in the past he would have adamantly pushed his view point and got increasingly frustrated with others.

Someone said to me recently that they saw it like playing in a football team. Sometimes the manager moves players around, to play out of position so that they build respect for the nature of those different positions. The power of bringing together leaders from different disciplines for the programme has had a similar impact and developed greater understanding of the challenges faced by those working from different perspectives.

I hear lots of snippets from them about different models and bits they've found helpful. I heard a lot at the beginning about their concerns about attending, their dread about being pushed and challenged. But it's interesting that some of the extroverts found the programme harder than the introverts. Some of them beforehand assumed they were already really good at this and the programme's approach provided insights from others that helped them realise the areas they really needed to do more work on. Many of the introverts reported that they found it really challenging at the beginning but the feedback they had from their peers helped them to take confidence in themselves and so they've been able to grow more quickly from there.

What have been the key changes you've seen for the CCGs and boroughs?



“One of our CCG Chairs said recently, the difference between 2 years ago and now is that before, we were looking around trying to find people who would be prepared to step up into leadership positions and were finding it really hard. Now, we have really passionate leaders all over the place who are coming to me with their ideas for how to change things and actively wanting to lead projects and who are really driven to change things.”