

## Primary Care Network and Clinical Director Development

### Context

*We cannot always choose our circumstances, but we can always choose our responses.*

Across England, Primary Care Networks (PCNs) were formed 18 months ago to be an integral co-ordinator of the provision of out of hospital care for local communities, against a backdrop of a worsening workforce crisis and concerns about the resilience of providers working in silos. And then a global pandemic hit...

The PCNs provide a real opportunity for providers to come together, work collaboratively, share resource and deliver care differently, tailored to the needs of the populations they serve. However, the reality for their leaders can be one of trying to balance leading busy practices, substantial clinical workloads and grappling with functional HR and financial responsibilities for the PCN. Having the head-space to attend to the leadership of the PCNs can all too easily get left for another day. Getting the balance right is difficult and one thing is certain; it will not happen by accident.

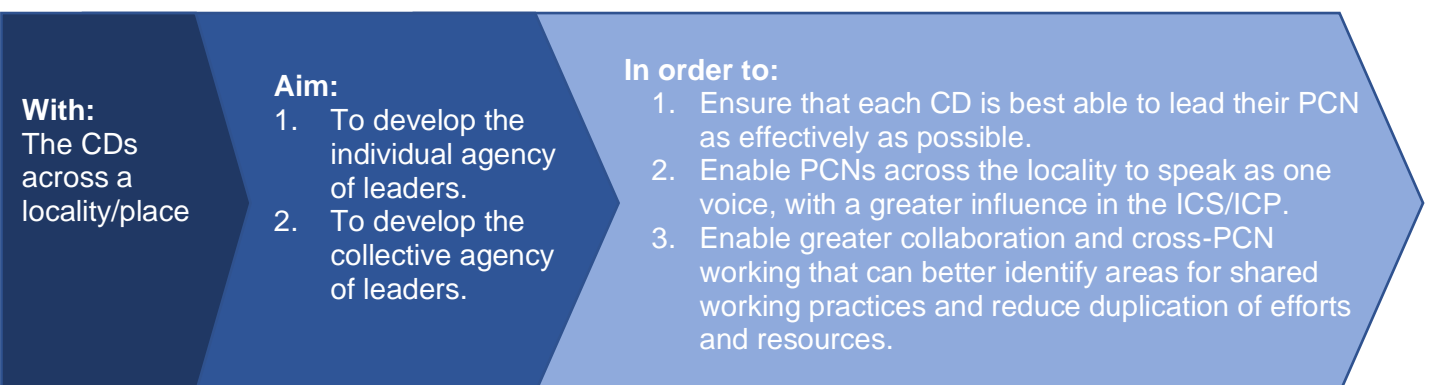
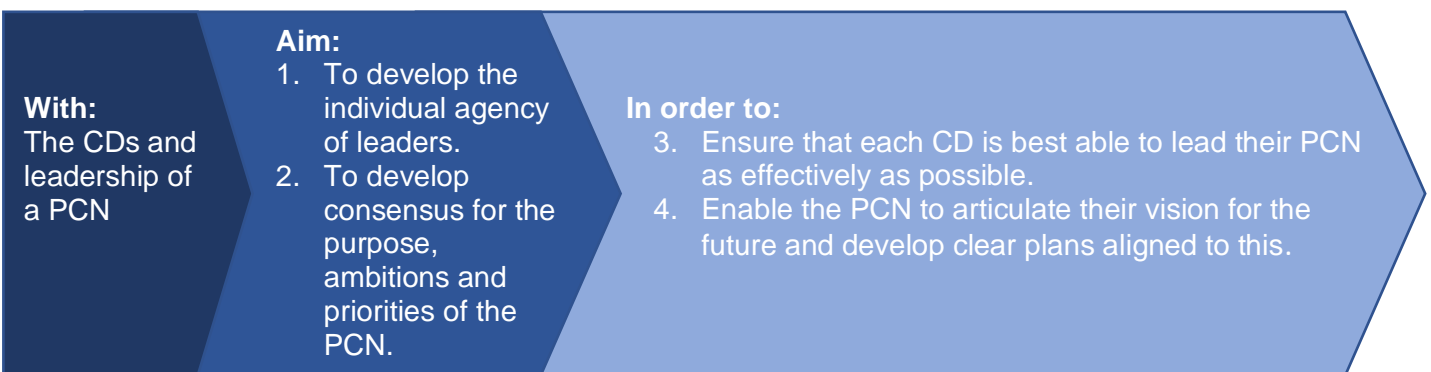
We at Staff College believe that by increasing your awareness and working with others *on a plan* you can be the leader who makes the best *choices amongst difficult circumstances*.

### The Staff College: Leadership in Healthcare

The Staff College: Leadership in Healthcare (Staff College) is a national charity dedicated to promoting great leadership for the public good. We focus on developing very senior leaders and high potential emerging leaders by raising their awareness of self, others and the wider system. We enable leaders to become aware of 'the difference that makes a difference' through a provocative and experiential approach and encourage them to do something about it.

Our faculty of experienced leaders have led large, complex organisations in the NHS, Defence, Business and Education. Together they have a rich, collective wisdom on developing leaders.

### How we've been working with PCNs



## Approach to working with PCNs

While there are some common themes emerging within PCNs, each one is unique in terms of its ambitions, progress made to date, challenges and personalities. As such, we feel it's important before developing any programme to meet with the CDs themselves to understand more about their local context and explore areas and obstacles that a bespoke programme can help them to make progress with.

## Session format

½ day virtual sessions, running 09:00-13:00 or 13:00-17:00. Sessions can be run face to face when restrictions have further lifted should this be preferred and full day options can be offered.

## Session outlines

The below outline provides an overview of some of the elements we've found to be helpful for developing the leaders of PCNs.

<p><u>The PCN Set-Up</u></p> <ul style="list-style-type: none"> <li>Looking at how PCNs organise themselves as individual PCNs, and collectively as a locality wide collaboration.</li> <li>Leading the dynamic demands to achieve tasks, maintain teams and attend to individual needs.</li> <li>Division of labour vs duplication of effort</li> </ul>	<p><u>The role of Clinical Directors as leaders of PCNs</u></p> <ul style="list-style-type: none"> <li>Leadership, awareness and resilience</li> <li>Choices</li> <li>Affordance and ambiguity</li> </ul>
<p><u>Leading Teams and Boards</u></p> <ul style="list-style-type: none"> <li>Understanding the difference between teams and boards</li> <li>Leading effective meetings</li> <li>The role of contribution versus representation</li> </ul>	<p><u>Ambitions for your PCNs</u></p> <ul style="list-style-type: none"> <li>Looking at the current reality for your PCNs and your desired future, in order that you can start to formulate the steps from one to another.</li> <li>Developing an articulating narrative.</li> </ul>
<p><u>Understanding priorities</u></p> <ul style="list-style-type: none"> <li>Working with complex problems</li> <li>Population health</li> </ul>	<p><u>Setting priorities for the coming year</u></p> <ul style="list-style-type: none"> <li>Mission analysis/decision making</li> <li>Choices</li> </ul>
<p><u>Developing resilient PCNs</u></p> <ul style="list-style-type: none"> <li>Developing resilient teams</li> <li>Collaboration</li> </ul>	<p><u>Leading change</u></p> <ul style="list-style-type: none"> <li>Leading and implementing change</li> <li>Working with resistance</li> </ul>
<p><u>Influencing stakeholders</u></p> <ul style="list-style-type: none"> <li>Understanding your stakeholders</li> <li>Working with power and authority</li> <li>Developing influence</li> </ul>	<p><u>Developing influence with the wider system</u></p> <ul style="list-style-type: none"> <li>Understanding other partners in the system</li> <li>Developing a collective voice for change</li> <li>The role of collaboration, cooperation and negotiation</li> </ul>

## Indicative Costs

Element	Cost per cohort of 16	Cost per head
Full/half day session delivered virtually	£3,400	£212.50
Full/half day session delivered face to face	£4,250	£265.63

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[www.staffcollege.org](http://www.staffcollege.org)

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