

## PCN Catalyst Leadership Programme for Primary Care Networks

***“A catalyst speeds up change without being consumed by the change”***

Primary care networks have a key opportunity to support, enable and improve the health and wellbeing of individuals, families and communities.

In the PCN landscape, new structures and processes are rapidly emerging as Integrated Care Systems take shape. But process and structure don't catalyse change. Moving the virtual tables and chairs may shift things around, but won't transform care.

What catalyses meaningful change in human systems of care?

-  Passion and compassion
-  Joining with others who bring energy, ideas and varied experience
-  Curiosity about what's possible
-  Releasing and sharing power and influence (a little or a lot...!)
-  Courage to experiment and be uncomfortable
-  Candour to acknowledge and talk about difficult things
-  Willingness to interact, learn (and unlearn) differently
-  Finding ways to be jointly responsible and accountable
-  plus more ... to be uncovered as part of the work.....

### **Who are your PCN Catalysts?**

This programme has been developed for groups of colleagues who want to catalyse improvements in primary care.

The membership of your Catalyst group is for you to decide. A good number is 6-8. We encourage you to engage a PCN Catalyst group of colleagues who bring multiple perspectives and experiences from across your local care system.

Some PCNs take part as an existing leadership team. Other groups combine PCN Directors, GPs, Practice/PCN managers, primary care practitioners, third sector colleagues, social care and community partners, patients ... depending on where the energy and curiosity lies locally.

## What kind of learning is this?

This is not an ‘off-the-shelf’ programme of pre-determined content. Each session will be grounded in your local priorities, challenges, context and dynamics. With expert facilitation and tailored input, it offers bespoke individual and collective leadership development focused on your real, shared leadership challenges.

Your participation won’t be as passive recipients. You will need to be a group of active learners, and will be invited into a range of developmental activities, including:

- i4 Evidence, ideas and frameworks to support practical, applied leadership.** This will enable you to deeply explore your mindset and beliefs about how change effectively happens in complex human systems such as PCNs. The shift in emphasis from organisational, hierarchically-based ways of thinking and behaving as a leader to systems-oriented, purposeful and inclusive approaches will underpin the work.
- i4 Elements of experimental learning, reflection and inquiry** which enable innovative, new ways of thinking and leading.
- i4 A high degree of practical application**, grounded in and relevant to your PCN context. The aim is that every participant will take away practical approaches you can use, with confidence to take action, in partnership with local colleagues.
- i4 Peer learning followed by taking action together** rapidly creates connection, builds trust and increases shared understanding, energy and mutual support.
- i4 Group- and process-facilitation, engagement and involvement skills** are key to effective PCN leadership. This leadership skillset underpins the development of shared purpose, engaging people in change and building collaborative relationships and partnerships.
- i4 Skills development as required** eg empowerment and influence, facilitating uncomfortable conversations, negotiation, co-production.

## What’s the format?

Your time is precious and in demand. For this reason, the Catalyst programme is offered in focused 2.5-hour virtual sessions (including breaks) every month for 6 months. In between these, your Catalyst group will take action to progress developments agreed during the sessions. Dates will be set around your availability, from December 2021 onwards.

## What do previous participants say?

-  *It has helped us bond as a group, clarify the issues and problems, and develop the leadership skills we need, dealing with things jointly as a group. A very constructive 6 sessions which have made me think outside the box (PCN Co-Director)*
-  *It has been brilliant protected time to focus and think and we'd like to continue as a group. It has been good for us internally and great to also share our learning with our member practices. It has helped us maintain momentum and I thoroughly enjoyed it (Practice Manager)*
-  *The psychological safety we worked on in an early session has really become embedded into the group and we have built very strong relationships. The blend of theory and practice has been great. It has been a chance to learn about new ideas and concepts and apply these in practice. (Community Trust Manager)*
-  *We set up our group as more than a primary care group – we wanted to get into broader community engagement. We have had specific work to focus on in this area, and this programme has held us together in a really healthy process to make progress (PCN Clinical Director)*
-  *As the only person in the group from the voluntary sector, it has been really positive, helping us to break down barriers, and seeing how we all have different takes and ideas on things. The protected time is so useful. (Wellbeing Facilitator, Voluntary Sector)*
-  *This is the first thing I've worked on as a GP where we are connecting and working together as people, beyond the judgements and constructs and rules we usually have when we are working with people from other agencies. We have got past our assumptions about each other based on professional role - to understand how much value everyone can bring (GP)*
-  *I think we have learnt to be very open and honest and I am learning to be less blunt! In some ways I have learnt to listen more and say less and spend time thinking, which has been helped by the input and theory here and there (GP)*
-  *We have definitely built some shared capital from our work together, which will help us with the rocky 6 months ahead. Engagement in our PCN meetings has increased by 110% (PCN Clinical Director)*

-  *Life is busy for PCNs and their partners. There is always a trade-off between spending time on learning versus using the time to get on with the myriad of tasks that will enable PCNs to flourish and offer the best to their patients. This has certainly been worth the time invested for us. Very experienced and flexible facilitators leading the programme (PCN Clinical Director)*
-  *You helped us with reimagining our approach to engaging colleagues remotely and with reframing our approach to handling controversies amongst our practices. Of course, not everything is rosy in our garden, but 6 months on, we can clearly see, hear and feel the outcomes of this development programme (PCN Clinical Director)*
-  *We found the programme really valuable. The protected time and the combination of the structure and support provided by the facilitators, along with the absolute flexibility to focus on what we felt was important at the time, led to some really good outcomes for our PCN. Our meetings have become more productive and we came up with some really useful ideas during our learning sessions which have helped our network develop and work together much better. It also gave us insight and skills that have been useful to apply to other areas of work eg practice issues, teaching etc. Really grateful to the facilitators, and would definitely recommend the programme (PCN Clinical Director)*

## **Who will be running the programme?**

The programme will be facilitated by Dr Jeanne Hardacre, Founding Director of Impact4Health. As a highly experienced leadership consultant, team coach and system coach, Jeanne brings extensive and sophisticated facilitation and development skills to a wide range of health and care settings.

Jeanne works with colleagues in a range of contexts, including with ICP 'place-based' teams, PCN leadership groups, NHS executive teams and Boards, multi-disciplinary clinical teams, multi-agency partnerships, service-based care teams and management teams.

Jeanne designed and co-facilitated the PCN Incubator programme (an earlier version of the PCN Catalyst) with numerous PCNs, and is an expert facilitator with the PCN Futures work involving networks of PCNs across ICP geographies.

Jeanne has worked independently for 17 years, having started in a range of NHS operational and training roles. She later combined consultancy with an academic role, during which time she completed her PhD researching the links between leadership behaviour and improving care (Warwick Medical School). She is a Faculty Member for the NHS Leadership Academy as well as for several local Leadership & Lifelong Learning teams.

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