



Prime Minister's Challenge Fund (PMCF): Improving Access to General Practice

Innovation Showcase Series
Effective Leadership

July 2015: Showcase Seven

About PMCF

In October 2013, the Prime Minister announced a **£50 million Challenge Fund** to help improve access to general practice and stimulate innovative ways of providing primary care services. The first wave of 20 pilots was announced in April 2014; covering 1,100 general practices and 7.5 million patients.

In September 2014, a further £100m of funding was announced by the Prime Minister for a second wave. Following a selection process, 37 pilot schemes covering 1,417 practices and 10.6m patients were chosen to participate. The fund will also support GPs to play an even stronger role at the heart of more integrated out-of-hospital services that deliver better health outcomes, more personalised care and excellent patient experience.

In total, the two cohorts cover over **18m patients** in over **2,500 practices**.

Innovation showcases

This paper is the seventh in a series of 'innovation showcases' designed to highlight the successes of the **wave one pilots**.

This paper focuses on pilots which have demonstrated effective leadership. The pilots features are Slough, Watford and West Wakefield.

Key messages

What is effective leadership?

Shared vision: Pilot staff need to unite behind one shared vision. An effective leader is able to nurture this shared vision, driving the project forward.

Engagement: Leaders need to engage with staff to foster a sense of buy-in and joint ownership. Engagement is a vital component of effective leadership and involves collaboration as well as communications.

Flexibility: Leaders need to adapt and innovate to overcome challenges. An effective leader is able to respond to such challenges and change the programme accordingly.

Strong leadership team: The leadership team needs to comprise different skill sets, including communication and clinical leads as well as project managers.

Partnership working: Effective leaders are able to facilitate partnership working to ensure initiatives are delivered effectively and efficiently.

Aligning with wider objectives: Effective leaders are able to shape their pilots to fit into these wider national and CCG strategic objectives.

Key issues to consider:

Assigning project managers early: It is important that project managers are in place as early as possible, at the very start of programme commencement.

Evidence of success

"Effective leadership has been absolutely key to our success"

Slough pilot

"Leadership is fundamentally about being an effective communicator, you have to be able to convey your aims, objectives and bring people with you."

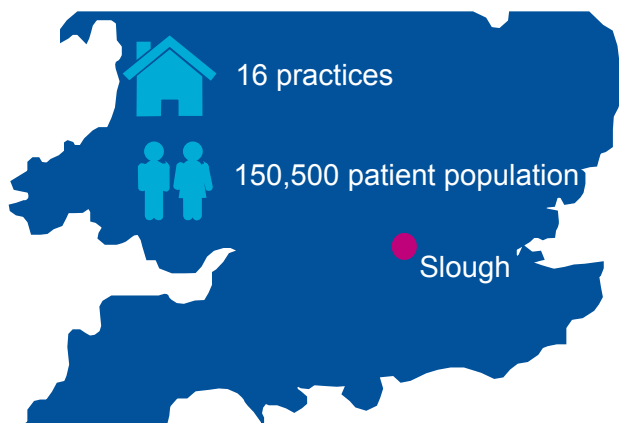
Programme Director from the Watford pilot

"It is important to have distributed leadership amongst your workforce, so people are taking responsibility for the delivery of the project, but you also need someone who can lead from the front"

Programme Director from the Watford pilot

What constitutes effective leadership?

- **Strategic awareness:** Effective leaders have an understanding of the wider strategic context at national and CCG level. This ensures that PMCF pilots are positioned to align with these objectives. The leadership team in Slough has ensured that it is visibly aligned with the CCG's five year primary care strategy. This has provided the pilot with a strong vision and framework for success
- **Driving a strong vision and shared purpose:** Clarity on what the pilot wants to achieve and why it wants to achieve it brings pilot staff together ensuring that even when problems are encountered staff commitment can be sustained. Effective leaders are able to develop and unite their team behind this sense of vision and purpose.
- **Open and effective communication from the outset:** Effective communication helps to secure buy-in from staff and patients. Moreover, continued communication, which involves regularly updating staff on pilot successes, helps to maintain morale. In Slough, pilot successes are communicated to staff through regular bulletins.
- **Shared learning:** Effective leadership should ensure that learning is spread across the workforce. In Slough distribution of information has enabled further learning from the first phase of the pilot and has facilitated a trusting and supportive environment between practices.
- **Complementary leadership skills:** The leadership team should incorporate leaders with a range of specialisms and skill sets, including project management, finance and communication. This provides a stronger knowledge base from which to ensure risks are managed, challenges are dealt with and feedback and support is provided. In Slough the delivery team consisted of a project manager, a finance leader, a communications leader and legal advisors.



How have effective governance arrangements contributed to effective leadership?

- A programme board has been established comprising of representatives from the patient reference group and the CCG, a leader from each pilot cluster, the pilots clinical lead and the CCG board chair. This gives the pilot a wider outlook at a strategic level, ensuring that representatives from all of the key workstreams of the pilot can contribute to strategic decision making.
- The programme lead is responsible for the overall management and coordination of the pilot with support from CCG finance, the NHS Area Team and Commissioning Support Unit.
- The pilot's clinical lead is based in a GP practice but supplemented by a clinical lead from the CCG who has responsibility for developing clinical aspects under the pilot framework.

Lessons learnt and key recommendations

- Pilot leads have had to work evenings and weekends to ensure that regular and effective engagement with GP practices takes place throughout implementation. Leaders must recognise and be flexible to the demands of regular engagement.
- Accountability is important; Slough has established a programme of meetings for GPs to hold leaders to account for the delivery of the pilot.

Contributing to effective outcomes

- Strong leadership has encouraged more GPs to join Slough Primary Care. An additional four full time equivalent (FTE) GPs are now working in Slough and there has been an increase in hours for other GPs.
- The pilot's staff survey in October 2014 highlighted that there is a strong awareness of and engagement with the pilot. Through effective communication and engagement from the pilot's leads, 97% of staff surveyed said they had knowledge of PMCF. A further 88% said they had been involved in some way.

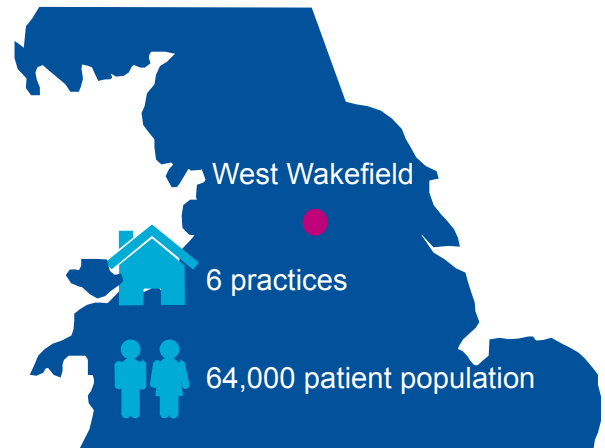
West Wakefield

What constitutes effective leadership?

- **Established good working relationships:** In West Wakefield, the senior clinical team and the CCG meet regularly. This has fostered strong work relationships and provided a forum to have honest discussions about pilot design and delivery; these effective relationships have resulted in faster delivery and better outcomes.
- **Development and support of staff:** The pilot has established a clinical leadership group to provide support and coaching to GPs and nursing teams where necessary. In addition, practices have been appointed dedicated points of contact who address pilot concerns and provide support where appropriate.
- **Effective allocation of resources:** The pilot has invested in hiring additional staff to free up the time for the clinical leadership group to participate in board work. This has provided protected time to allow leaders to focus on strategic objectives.
- **Informed decision making:** Leaders must make decisions that are not isolated from the circumstances and needs of the practices. In West Wakefield, informed decision making has been facilitated by regular meetings between pilot and practice staff.

How has effective governance arrangements contributed to effective leadership?

- A number of governance and leadership mechanisms have been put in place to facilitate delivery. These include:
 - A strategic level programme board comprising a senior GP from each practice as a project lead, a senior NHS manager, a programme accountant and an assurance representative from the West Yorkshire Audit Consortium, a quality lead from the CCG and a patient representative.
 - A designated pilot lead for each practice appointed at network level.
 - Six clinical champion roles to enhance clinical input into project development and engagement across the six practices.
 - A patient panel serving as an advisory group that meets every four to six weeks and includes representatives from across the GP practices.



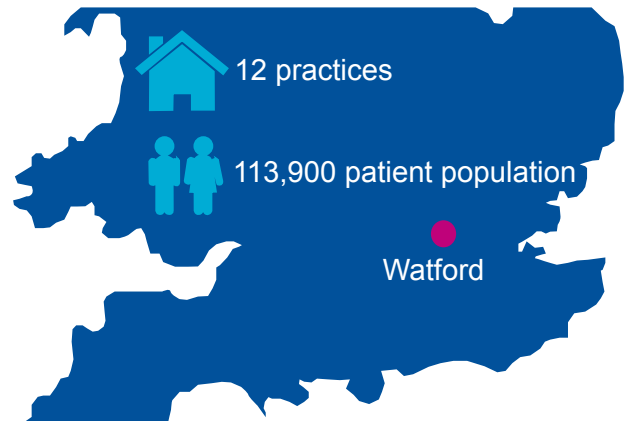
Lessons learnt and key recommendations

- Establishing effective clinical leadership requires resource and investment in order to free up people's time and get clinicians out of their practice and into a leadership role. Securing buy-in from clinical staff and providing coaching and mentoring can help to overcome this barrier.
- It's important to identify the right individuals as leaders. Leaders have to be motivated to drive the work forward at a steady pace and also ensure that the right support systems are in place (i.e. expert advice, clinical champions and partnerships with stakeholders).



What is effective leadership?

- **Partnership working.** In order for any pilot to work effectively, there needs to be successful partnership working across practices, primary and secondary care. An effective leader is able to drive this process forward. In Watford, the programme director has facilitated partnership through the establishment of a steering group, which consists of all member practices and provides a forum for discussion and relationship building through regular interaction. The programme director has also worked hard to establish relationships within the CCG.
- **Engagement.** Leaders need to be visible and should embark on a process of practice outreach and engagement. In Watford, the programme director visited practices and met with practice staff. The project team is also situated in the same building as two of the participating practices. This facilitates close working relationships between pilot and practice staff.
- **Be aware of the wider strategic context.** In order for the pilot to be successful in the longer term, it has to fit in with the strategic objectives of the CCG. Without this alignment, it is unlikely the pilot will receive any additional funding once PMCF monies have been spent. Leaders need to communicate their pilot's objectives and impacts to the CCG to demonstrate where their pilot adds value.
- **Innovate and adapt.** Invariably, any pilot will face unexpected challenges, and the implementation of some workstreams will be more successful than others. A successful leader must be able to adapt and be flexible. In Watford, the pilot had originally planned to implement an integrated health and social care team, however as the CCG was delivering a similar service, the pilot provided the GPs for this service instead.
- **Understanding of commissioning.** In order for the pilot to outlive its PMCF funding, it must be commissioned by the CCG. A pilot leader with an understanding of commissioning will be able to guide the pilot through this process.

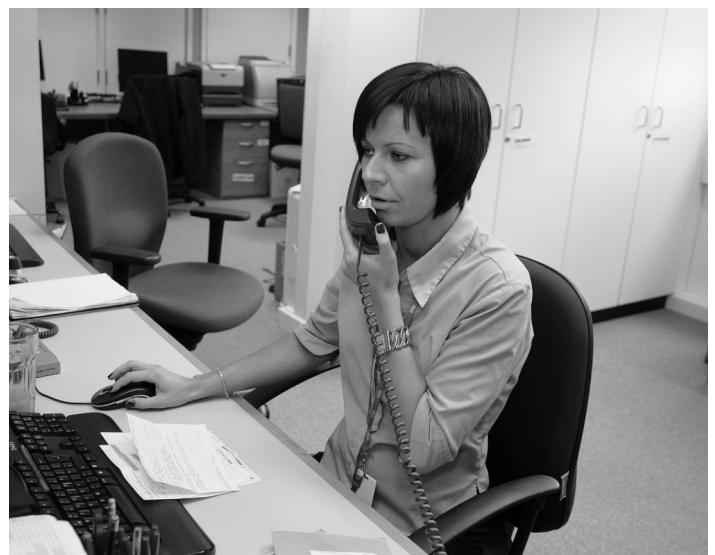


Outcomes, lessons and recommendations

- The first full governance meeting was held in September 2014, some months after the pilot started to deliver extended access services in the previous July. The pilot believes that having a structure in place earlier would have assisted with practice buy in and generated joint ownership of the project.
- Effective leadership of this pilot has facilitated collaborative working across practices in the Watford Care Alliance. Prior to the pilot, practices did not have a shared history of working together; the leaders in this pilot have fostered a collaborative approach through continued targeted engagement.

"It is important to have distributed leadership amongst your workforce, so people are taking responsibility for the delivery of the project, but you also need someone who can lead from the front"

Programme Director from the Watford pilot



The National Evaluation

In summer 2014, NHS England commissioned Mott MacDonald, an independent organisation, to undertake an evaluation of the wave one programme. The evaluation team is working alongside the pilots as they deliver their projects, working with them to learn and share delivery lessons. The evaluation involves a multi-methods approach including:

- Interviews with pilot leaders and those involved in implementation during the programme.
- Interviews with pilot partners and stakeholders involved in delivery.
- Engagement with a selection of practices and patients.
- Assessment of the impacts and outcomes measured against nine national metrics.
- Identifying, examining and sharing good practice.



About PMCF

There are three primary objectives of the Challenge Fund programme and also some supplementary objectives that the programme is looking to achieve.

Primary objectives:

- To provide additional hours of GP appointment time.
- To reduce demand elsewhere in the system (e.g. A&E, NHS 111 and existing OOH services).
- To improve patient satisfaction with extended access.

Supplementary objectives:

- To improve staff satisfaction with access.
- To tackle health inequalities in the local health economy.
- To facilitate learning to better enable pilots to implement change.
- To stimulate a culture change amongst staff involved in general practice with regard to future delivery of primary care.
- To deliver value for money and a return on investment.
- To establish sustainable models which go beyond the PMCF pilot lifetime.
- To identify models that can be replicated in similar health economies elsewhere.

Coming up next.....

The next innovation showcases will look at:

- Enhanced use of specialist nursing staff

