



Oliver & Company

(UK) LIMITED



Leadership Academy

East of England

# Assuring Better Practice

Programme Guide and Handbook 2019



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# Introduction

## Welcome to the East of England Assuring Better Practice Leadership Programme (ABPP) for Practice Managers in Primary Care.

We hope that this opportunity supports you to develop and enhance your knowledge and skills as an effective Practice Manager and as a representative of your Practice in the development of Primary Care Networks within one of the six Sustainable Transformation Partnerships in the East of England.

The Programme is designed to support local GP Practice Managers from each of the Sustainability and Transformation Partnerships in the East of England to further develop and better understand their leadership capabilities to achieve their potential and career ambitions. The publication of the NHS Long Term Plan followed by Investment and Evolution, the BMA publication which sets out a five-year framework for GP contract reform in January 2019 offer substantial opportunities, but also challenges, for primary care.

Effective distributed leadership together with multi-professional and multi-agency partnership working will be key.

There will also be the opportunity for you to build your networks, share ideas and learning resources, access Coaching, Mentoring and undertake the Healthcare Leadership Model 360.

We look forward to working with you, hearing your feedback, responding to your needs and wishing you every success on the programme.



**Karen Bloomfield**

Head of Leadership and Organisational Development  
East of England Leadership Academy

## Workshops

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**This series of four interactive and highly practical workshops will focus in turn as follows:**

### **Workshop 1: Leading the Way**

Wednesday 15 May 2019

We will look at the external world of the NHS, the direction of travel and implications for general practice as well as relate these to the internal world of your Practice. We will provide the opportunity to develop your strategic thinking skills and to start developing an outline plan for the future.

### **Workshop 2: Building a Coaching Style**

Tuesday 16 July 2019

We will look at the essential factors of effective teams and what you can do to support the development of your team members. You will learn how to create a high trust, coaching culture at work to ensure your team operates to its full potential.

### **Workshop 3: Fearless Speaking**

Tuesday or Wednesday  
17 or 18 September 2019

We will help you to build your confidence and effectiveness so that you can effectively present your case to others. It is a very special day which many people have found to be 'life-changing'. There will be lots of tips and tricks to take away.

### **Workshop 4: Communicating, Influencing and Negotiation**

Tuesday or Wednesday  
17 or 18 September 2019

We will help you to better understand the strengths of your own leadership style and how you can use these to influence and negotiate effectively

to secure the best possible future for your Practice. The ability to collaborate effectively both between different health professionals within primary care and with other agencies outside of primary care will be key to the success of Primary Care Networks.

These workshops will be provided by facilitators working for Oliver and Company (UK) Limited who have worked extensively in the East of England, especially with primary care. They use a particular methodology based on the work of Nancy Kline which means they will provide you with a powerpoint-free, thinking environment. The sessions will be highly practical and interactive. A lot of work will be done in Thinking Pairs and small groups to enable you to build a strong network of contacts as well as support each other in acquiring new knowledge and skills and putting them into practice. You will be invited at the beginning of each session to share any particular aims you have for the day and also to complete a short evaluation at the end.

## Workshops

### Timing and Dates of Workshops

Each workshop will run from 09:30 - 16:30 with refreshments available from 09:00.

#### Workshop 1

Wednesday 15 May 2019

#### Workshop 2

Tuesday 16 July 2019

#### Workshop 3 or 4

Tuesday 17 September

Overnight accommodation available

#### Workshop 3 or 4

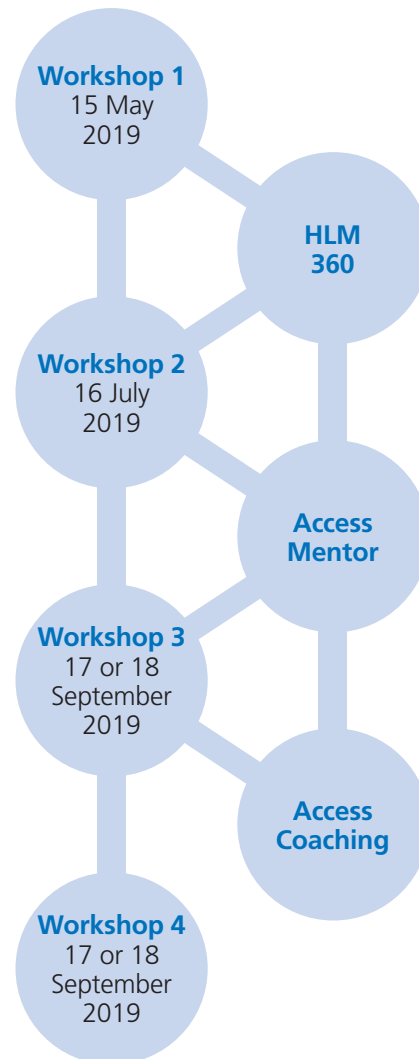
Wednesday 18 September 2019

This programme requires your attendance on all 4 days.

### Location

All workshops will be held at:

The Garden Room  
The Red Lion Hotel  
42 Station Road (East)  
Whittlesford  
Cambridge  
CB22 4NL



## Workshop 1: Leading the Way

### By the end of this workshop, you will:

- Have a greater understanding of the NHS and local government system and the key decision-makers and the direction of travel with special regard to the implications for general practice;
- Be able to map the local health economy and identify those relationships which will be critical to the practice's future success;
- Have learned strategic thinking techniques to help Practices develop practical plans for the future which can be used to help build collaboration with other practices.

### Workshop Agenda

09:00 Refreshments

09:30 Welcome, introductions and opening round

- How does the NHS and Local Government System fit together now?
- Who are the key decision-makers?
- What is the direction of travel?

11:00 Break

11:15

- What are the implications for General Practice?
- What does your local health economy look like?
- Which relationships will be critical to your success?

12:30 Lunch

13:15

- What does Strategic Thinking mean in practice?
- What external factors could help or hinder your future?
- What are the strengths and weaknesses of your practice?
- What is the difference between Change and Transition?

15:00 Break

15:15

- If you knew you are going to be really successful, what would you like your Practice to achieve in the next 2-3 years?
- What do your priorities need to be to get there?
- What do you need to do to ensure you take people with you?
- Developing practical plans of action: What will you do after today?
- Closing Round

16:30 Close

## Workshop 2: Building a Coaching Style

### By the end of this workshop, you will:

- Will have a better understanding of the key factors which make a team effective;
- Will understand what components are needed to help people to think well and for themselves and how you can use this to develop a coaching style and culture in your practice;
- Have a framework for designing and running meetings which are more engaging, energising and productive within your practice;
- Have a framework for examining the current culture of your practice and identify practical ways in which you can help bring about change.

### Workshop Agenda

#### 09:00 Refreshments

#### 09:30 Welcome, introductions and opening round

- What are the key factors which make a team effective?
- What can help build trust within a team?
- How might a Team Agreement Help?

#### 11:00 Break

#### 11:15

- What could a framework for Personal Development look like?
- What factors help people to think well and for themselves?
- How can you use this methodology to coach team members?

#### 12:30 Lunch

#### 13:15

- How can you design and run meetings which are more engaging, energising and productive within your practice?

#### 15:00 Break

#### 15:15

- What is the current culture of your practice and how does it show itself?
- What practical changes can you make to help develop a stronger coaching culture?
- Developing practical plans of action.
- Closing Round

#### 16:30 Close

## Workshop 3: Fearless Speaking

### By the end of this workshop, you will:

- Are able to begin to find real physical ease when standing up in front of a group;
- Will have discovered your strong 'presenting' voice;
- Will have experienced the power of using your own stories to connect with your audience, and use them to inspire and influence;
- Will have learnt to put your attention in the right place i.e. on your audience rather than on yourself!
- Will learn how to use your breath to power your voice and control your nerves;
- Will begin to explore the use of Mindfulness as a tool for becoming present;
- Will learn tools from the theatre to give you power and impact.

### Workshop Agenda

#### 09:00 Refreshments

#### 09:30 Welcome, introductions and opening round

- Introducing Fearless Speaking
- Handling nerves and anxiety - what helps?

#### 11:00 Break

#### 11:15

- Where is your attention?
- How can it be channelled most effectively?
- What is your Vibrant Opening Story?

#### 12:30 Lunch

#### 13:15

- Waking up the Body and the Voice
- How do Human Beings Communicate?
- Can you take responsibility for communicating with your audience?
- Chance for individual coaching

#### 15:00 Break

#### 15:15

- Putting it all together

#### 16:00

- Refining your plans and review of the day

#### 16:30 Close



# Workshop 4: Communicating, Influencing and Negotiation

## By the end of this workshop, you will:

- Will have a better understanding of how people prefer to operate and what they need to help them when going through change;
- Will have a better understanding of your own preferred leadership style and what you can do to work to your strengths;
- Will understand how you tend to prefer to influence people and the alternative strategies you can use to do this;
- Have a framework for helping to identify why people are resistant to change and help them to overcome their fears;
- To develop a practical plan of action to take forward what you have learned.

## Workshop Agenda

### 09:00 Refreshments

### 09:30 Welcome, introductions and opening round

- How do people prefer to operate (using Myers Brigg Type Indicator)
- Communicating, Making Decisions, Motivation and Organising Work

### 11:00 Break

### 11:15

- What is your preferred leadership style?
- What can you do to work to your strengths? What support do you need?
- What do different people need when they are going through Change?
- What do we need to do to ensure we take others with us through change?

### 12:30 Lunch

### 13:15

- What is your preferred influencing style?
- What alternative strategies could you use? (Practical exercises)

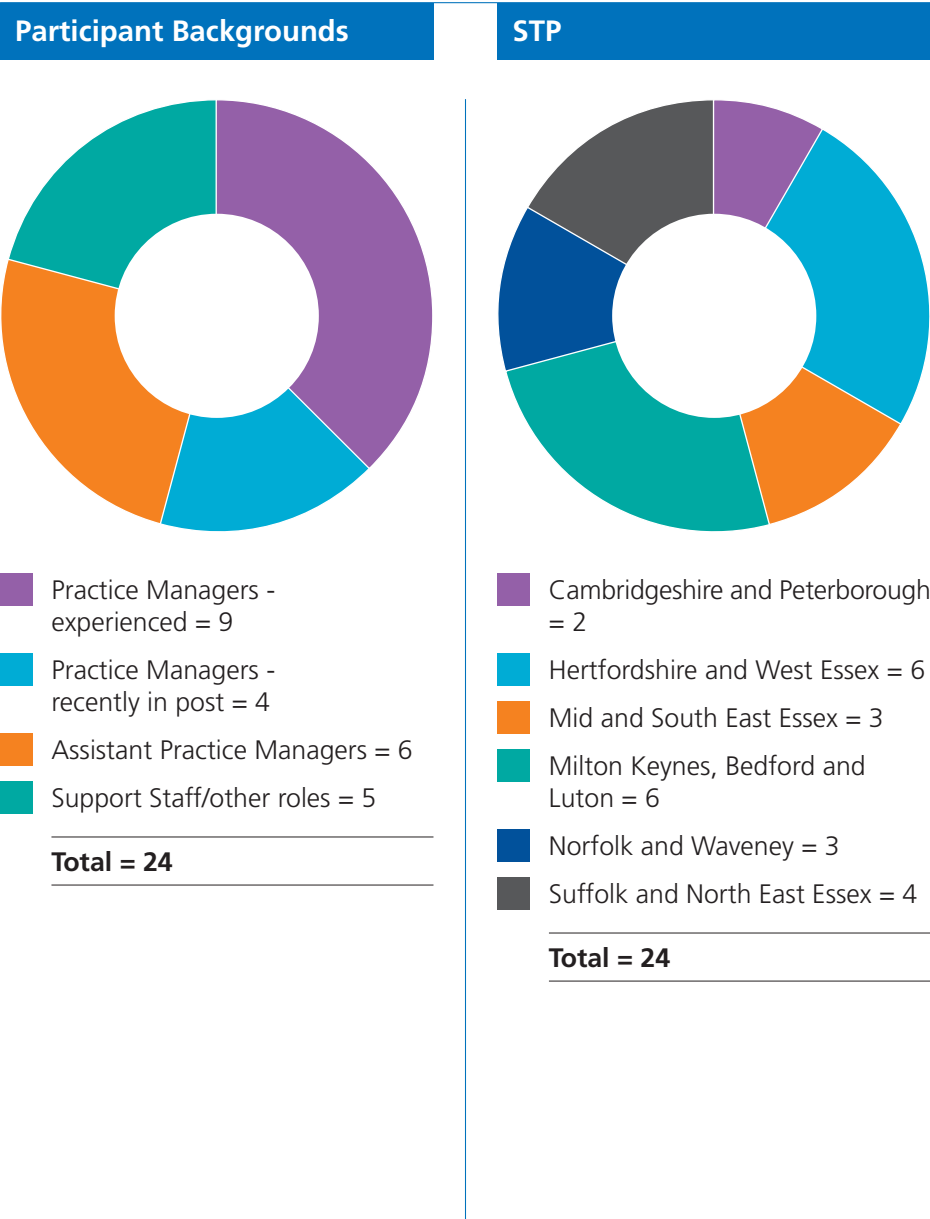
### 15:00 Break

### 15:15

- Overcoming limiting assumptions about change
- Understanding attitudes to conflict
- Understanding Offers and wants
- Developing Practical Plans
- Closing Round

### 16:30 Close

# Participants Summary Data

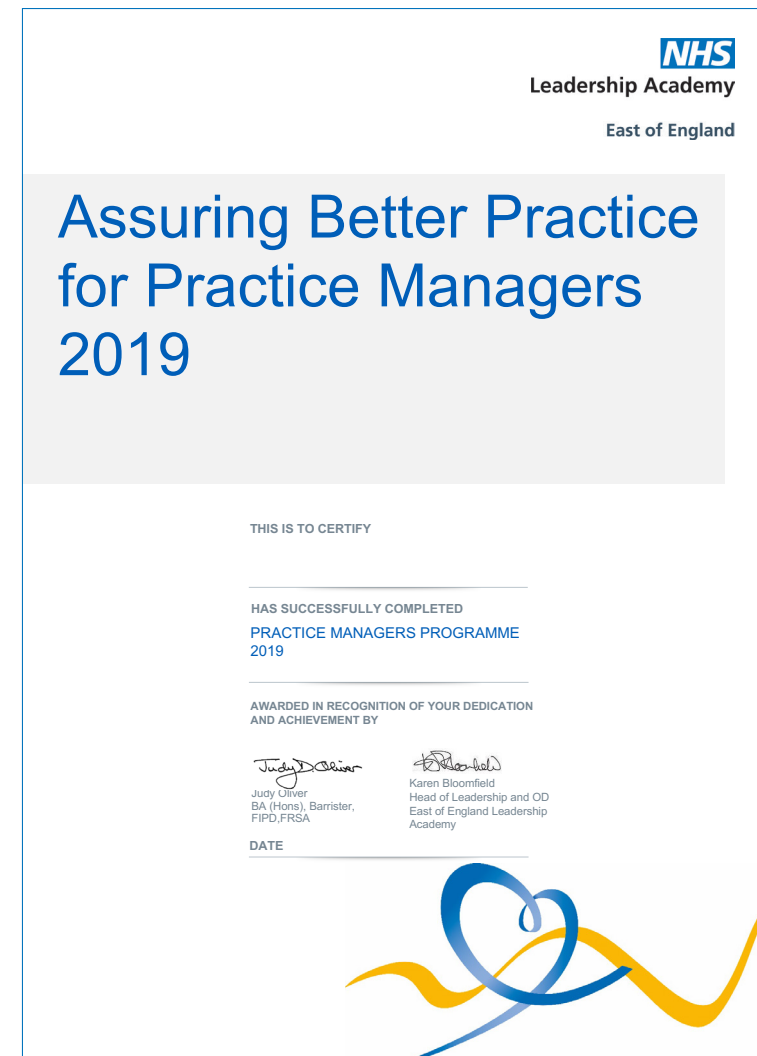


## Feedback from applications in applicants words

Confidence Development Group  
Professional Motivation Retention  
Experience Credible People  
Improve Quality Authentic  
Strengths Challenge Peer  
Proactive Skills Focus  
Relationships Manage Change  
System Culture Aims Organisation  
Team Networking Voice  
Impact Coaching Power  
Collaborative Knowledge Leadership  
Communication Presence  
Mentor Presentation Goals  
Network Share Redesign  
Support Influence Feedback  
Learning Priorities Empower  
Leading Opportunity Time  
Resources Positive

## Certificate

On completion of the programme participants receive certificates.



## Resources

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**Programme Guide and Handbook** - Contains the information we have prepared at the outset of the programme and space to record your thoughts. Although we will give you a printed copy for personal use, a version constructed as an interactive PDF is available to download from the resources section of the microsite. This version is for you to store on your electronic devices and to be able to record your personal thoughts, reflections and progress.

**Programme microsite** [https://eoeleadership.hee.nhs.uk/Practice\\_Managers\\_Cohort1](https://eoeleadership.hee.nhs.uk/Practice_Managers_Cohort1) will contain all the resources you need for the structured sessions within the programme and more.

**Healthcare Leadership Model 360 Feedback** - You will have already received instructions on how to undertake your own HLM 360 and your access code.

**Coaching and mentoring** - As programme participants and alumni you will have access to coaching and/or mentoring (more details on page 15 and 16).

**Twitter** - If you tweet please use [@eoeleadership](#) [#EoEPracticemanager](#)

**Masterclasses and Workshops** - Further information will be available on the programme microsite.

**Leadership Development** - Consider the Edward Jenner programme if you're looking to build a strong foundation of leadership skills that can help enhance your confidence and competence in your role. The programme leads to an NHS Leadership Academy Award in Leadership Foundations and has been designed for everyone working in a health and care context. It's flexible and enlightening, helping you get a fresh perspective on the impact you have on the patient experience - either directly or indirectly. It's also a valuable refresher at any level; Launch takes up to five hours and Foundations is designed to be studied over six weeks and is free to access and based online: <https://www.leadershipacademy.nhs.uk/programmes/the-edward-jenner-programme/>

## HLM 360 Feedback

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As part of the support to the Assuring Better Practice Leadership Development Programme, we are able to offer, and encourage you to undertake the Healthcare Leadership Model 360 process.

The NHS Healthcare Leadership Model has been developed to create a new vision for leadership, one that reflects the very best in care and compassion, alongside a focus on excellence in strategy, vision, direction and engagement.

The use of 360 degree feedback in leadership development programmes is now widely established and the approach well recognised and validated as a way of increasing self-awareness, self-confidence and behavioural flexibility in role. The model is made up of nine 'leadership dimensions'.

HLM 360 feedback is a powerful tool to help individuals identify where their leadership strengths and development needs lie. The process includes receiving confidential feedback from line managers, peers, others and direct reports. As a result an individual gains an insight into other people's perceptions of their leadership abilities and behaviour.

You will find the 360 tool, a description of the Healthcare Leadership Model and a list of accredited feedback facilitators at the following link: <http://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/supporting-tools-resources/healthcare-leadership-model-360-degree-feedback-tool/>





## Coaching



Coaching can assist an individual to achieve improved performance, productivity and delivery of objectives, but can also help at times of career transition and change. Research has shown that coaching can be of real benefit to individuals during their first 100 days in a new role or undertaking a new project.

The NHS coaches on the register have completed an accredited coaching skills training programme. They undertake coaching as part of their role. There is a profile for each coach, so that you can consider who you wish to contact. If you wish to apply for coaching, please register.

You will receive a password to log and you can view the full profiles of the coaches and apply for coaching directly to a registered coach.

Once you have made contact with a coach, you can then have an initial conversation to discuss your position and reason for seeking coaching. If you then proceed to establish a coaching arrangement, you agree the time and venue for coaching sessions and contract with your coach.

A coach can offer three to four coaching sessions, each usually lasting between one to two hours. Coaching sessions should be approximately 4 to 7 weeks apart to allow the coachee to undertake agreed actions, but this will be determined on an individual basis.

At the 3rd coaching session, you can review progress with your coach and conclude the sessions or agree any further sessions, as appropriate.

To access coaching please register at:  
[https://eoeleadership.hee.nhs.uk/  
coaching\\_and\\_mentoring](https://eoeleadership.hee.nhs.uk/coaching_and_mentoring)

## Mentoring



Mentoring is a powerful personal development and empowerment tool. It is an effective way of helping people to progress in their careers and is becoming increasingly popular as its potential is realised. It is a partnership between two people (mentor and mentee) normally working in a similar field or sharing similar experiences. It is a helpful relationship based upon mutual trust and respect.

A mentor is a guide who can help the mentee to find the right direction and who can help them to develop solutions to career issues. Mentoring provides the mentee with an opportunity to think about career options and progress.

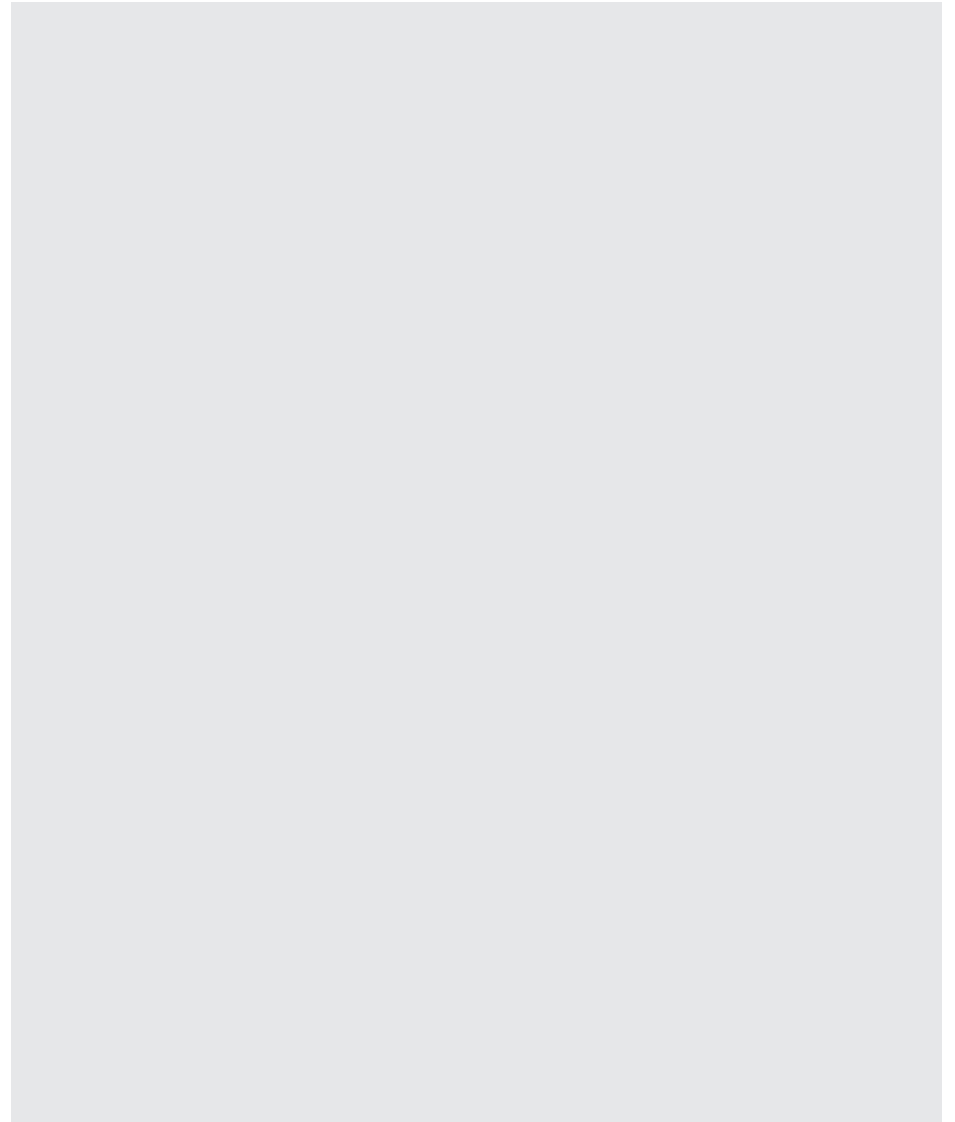
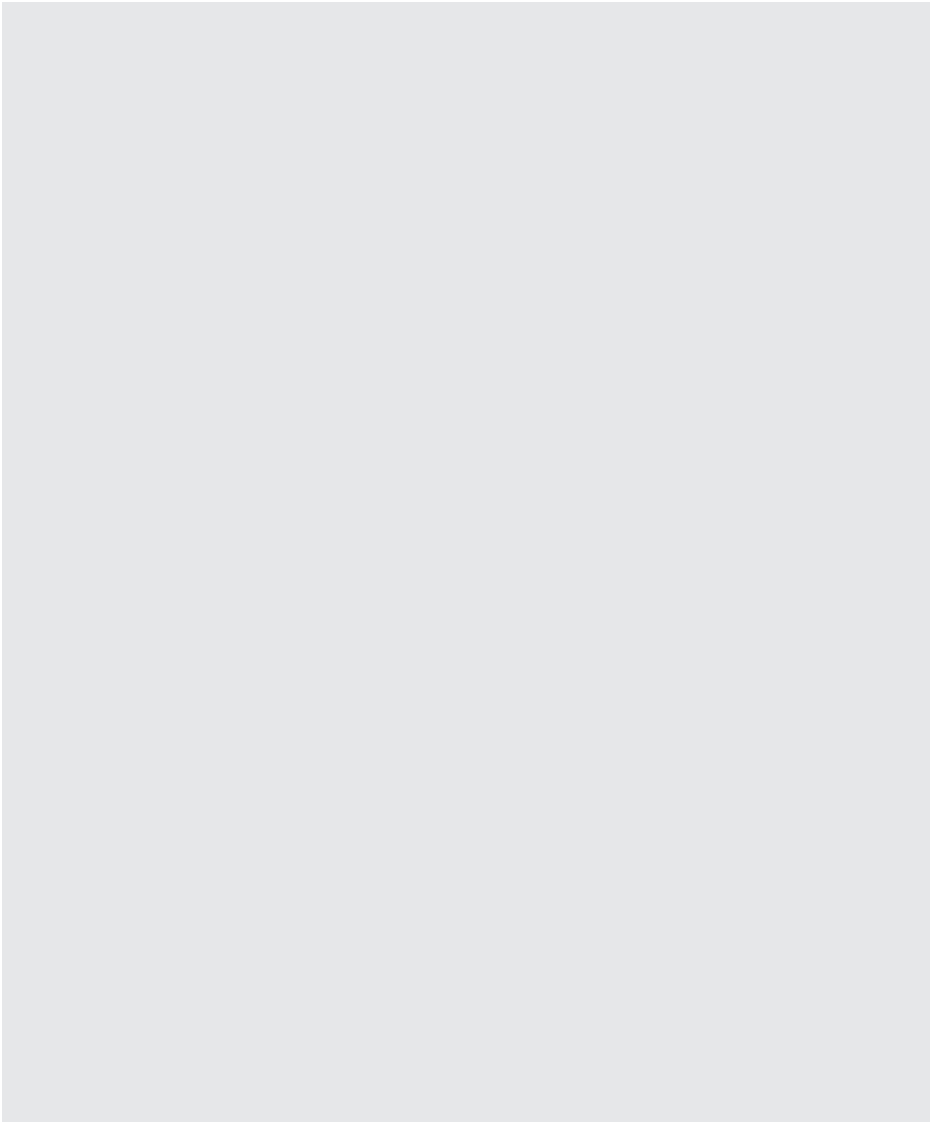
Once contact is made with a mentor, you then have an initial conversation to discuss your position and reason for seeking mentoring. If you then proceed to establish a mentoring arrangement, you agree the time and venue for sessions and contract with your mentor. A mentor can offer three to four sessions, each usually lasting between one to two hours. Mentoring sessions should be approximately 6 to 12 weeks apart; this should be agreed as part of the contract negotiation. Initial mentor support will always be provided through a face to face meeting, though subsequent support may be offered either face to face, telephone, correspondence or via email conversations.

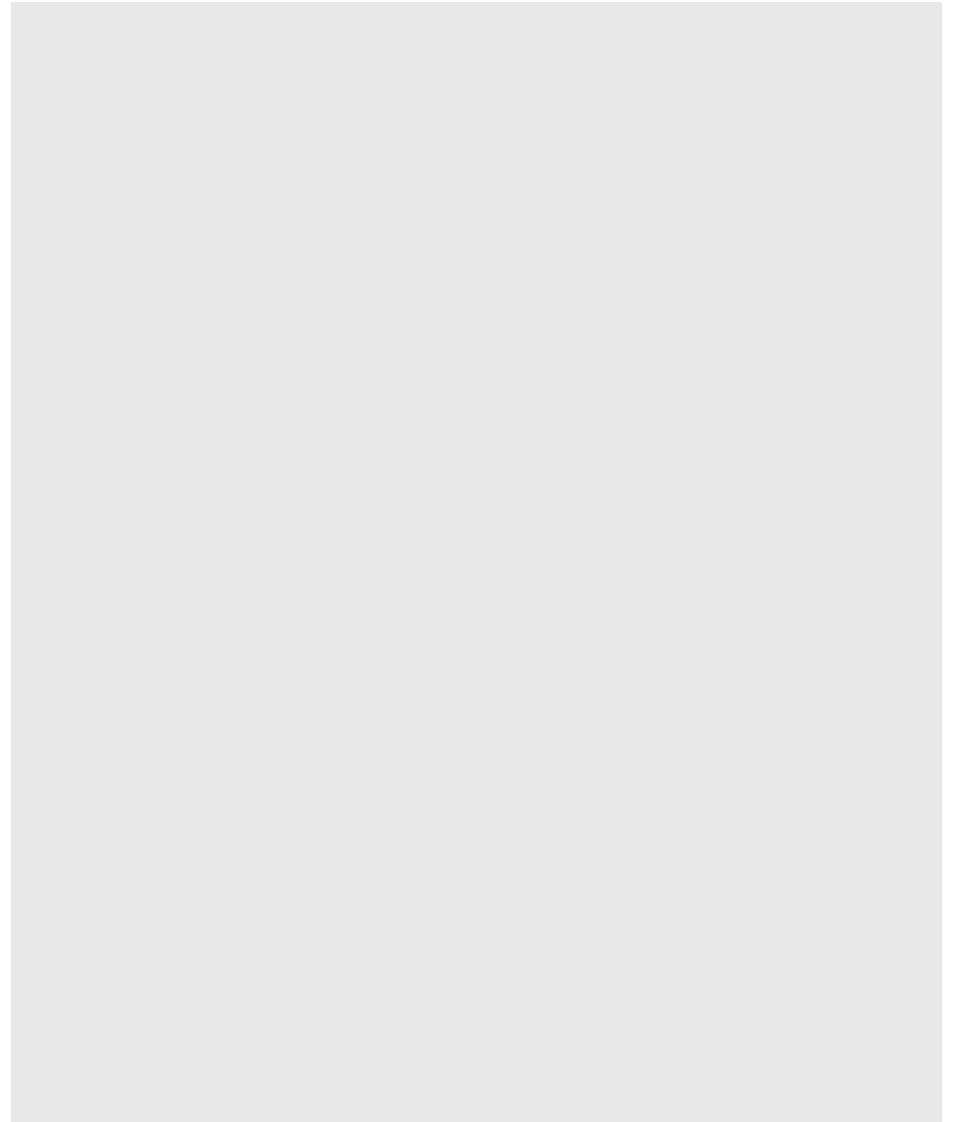
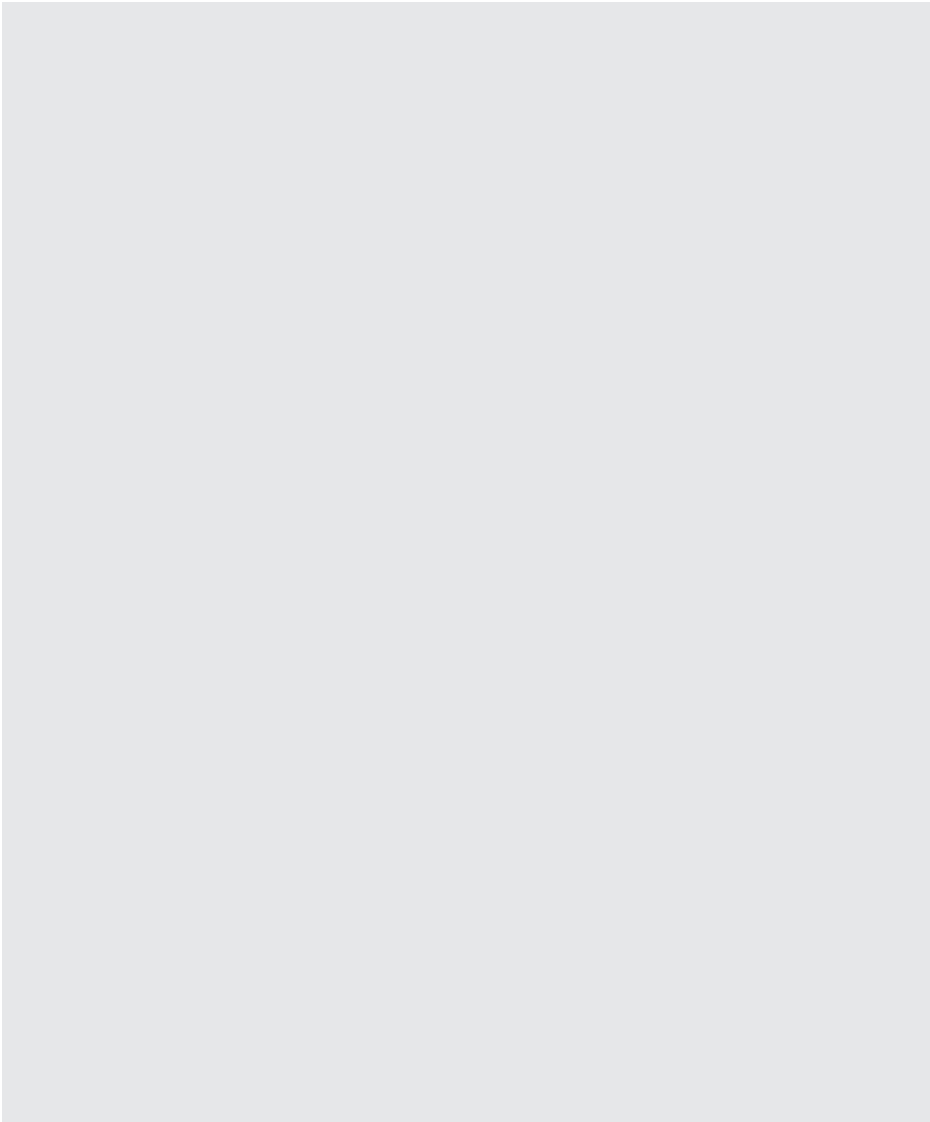
To access mentoring and apply to become a mentee visit:  
[https://eoeleadership.hee.nhs.uk/coaching\\_and\\_mentoring](https://eoeleadership.hee.nhs.uk/coaching_and_mentoring)

## Workshop 1: Wednesday 15 May 2019

### Your thoughts, notes and reflections

What one thing stood out for you today?  
What one thing will you commit to doing following this session?  
Please use this space for any personal reflections.

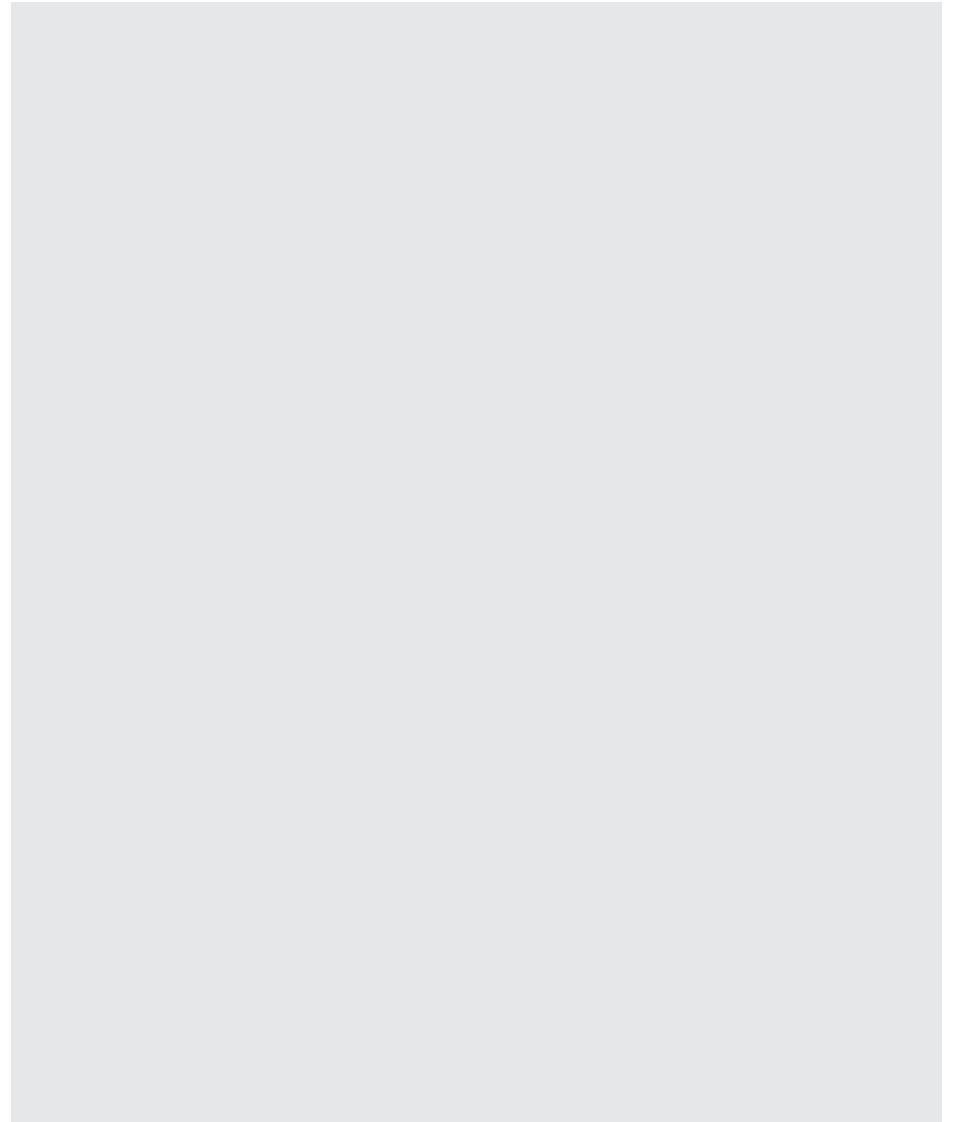
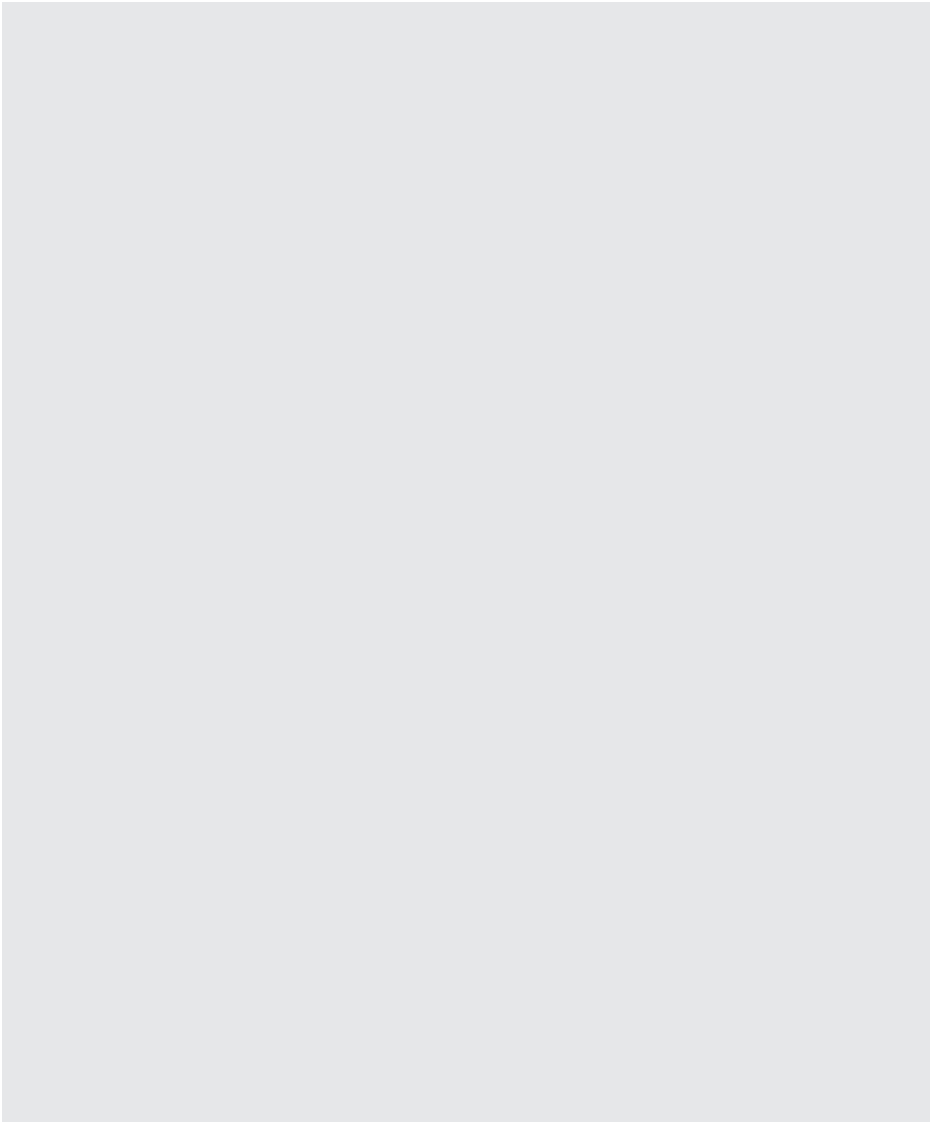




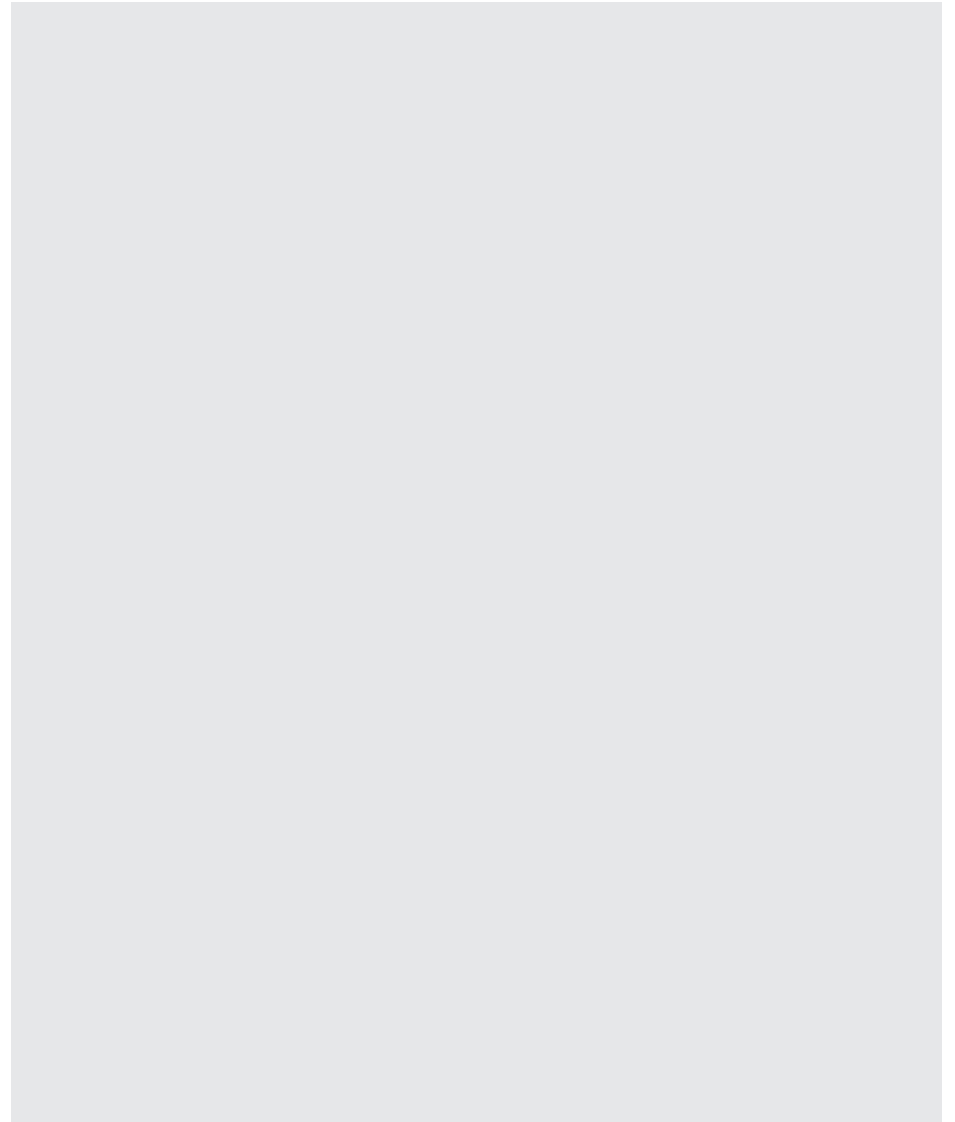
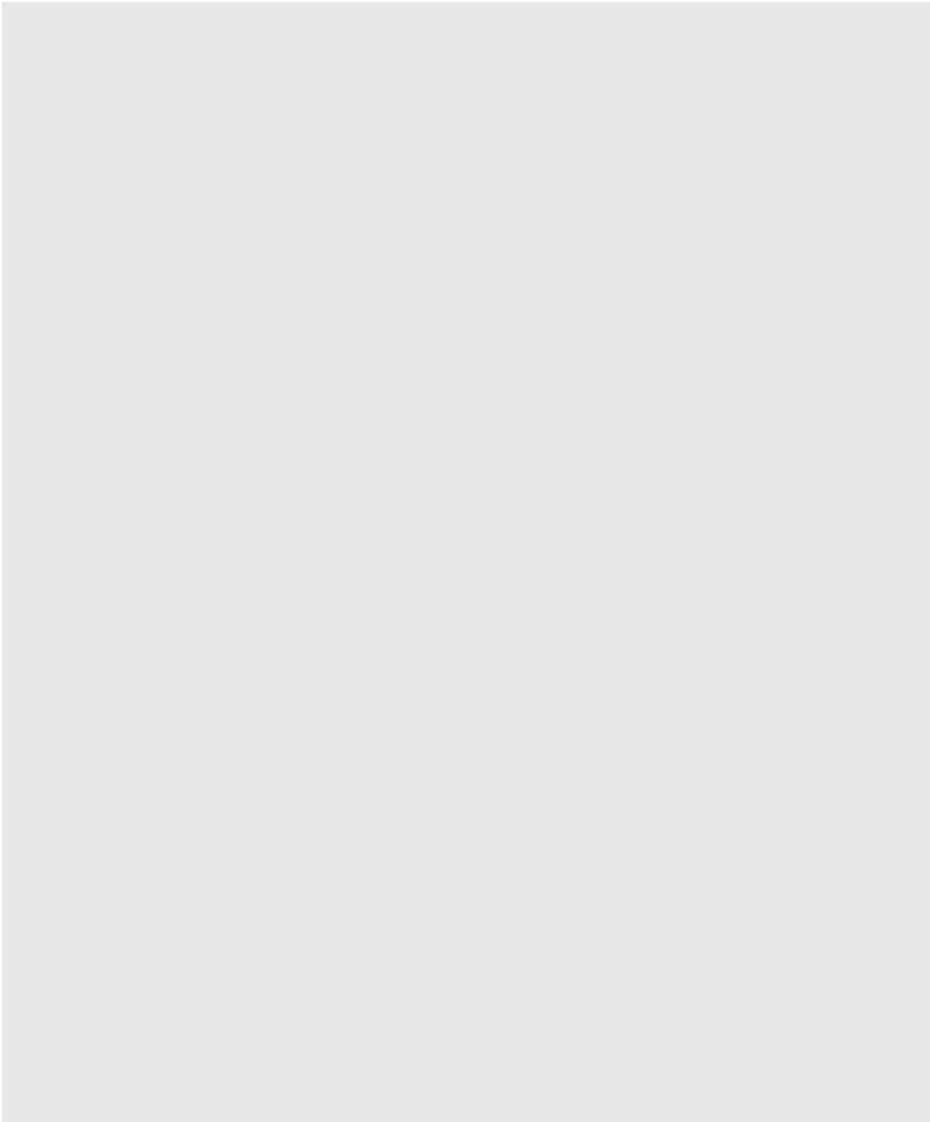
## Workshop 2: Tuesday 16 July 2019

### Your thoughts, notes and reflections

What one thing stood out for you today?  
What one thing will you commit to doing following this session?  
Please use this space for any personal reflections.



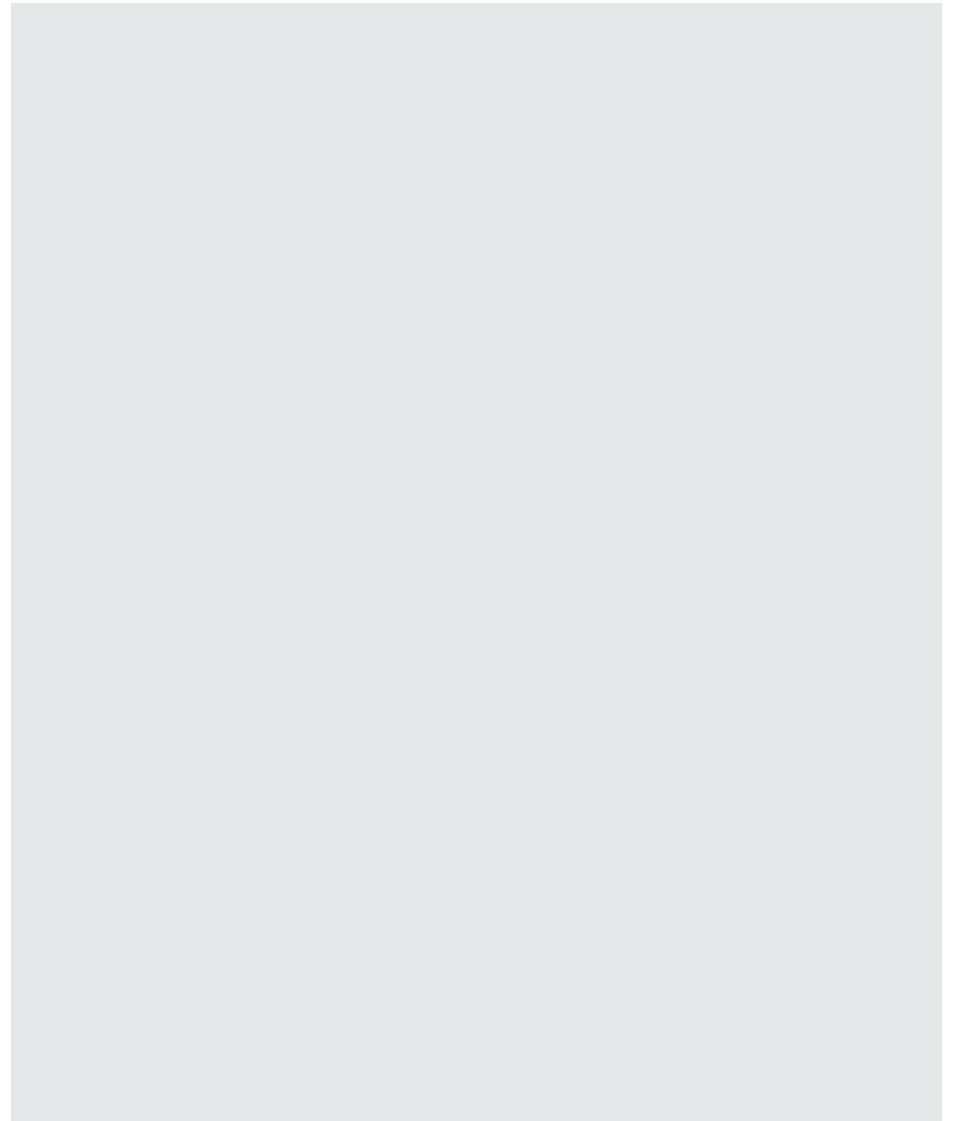
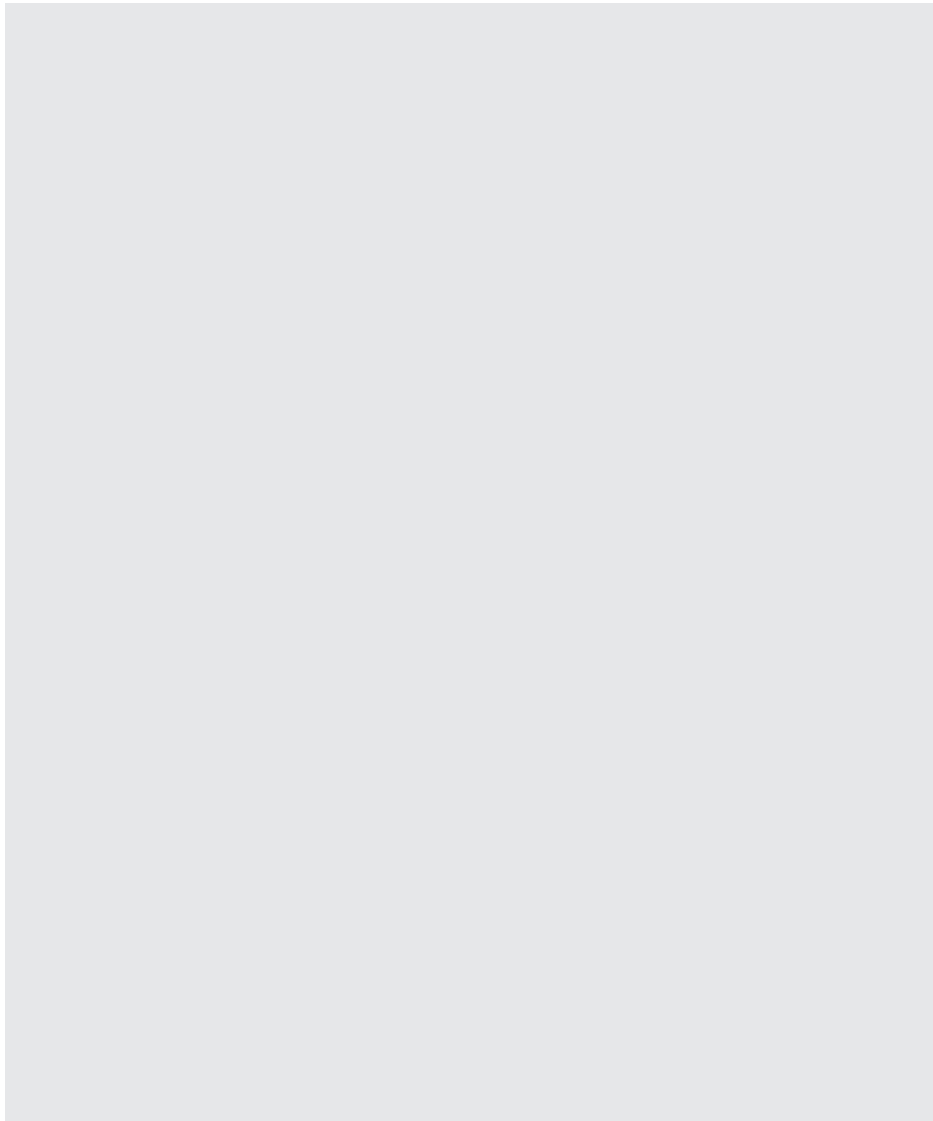


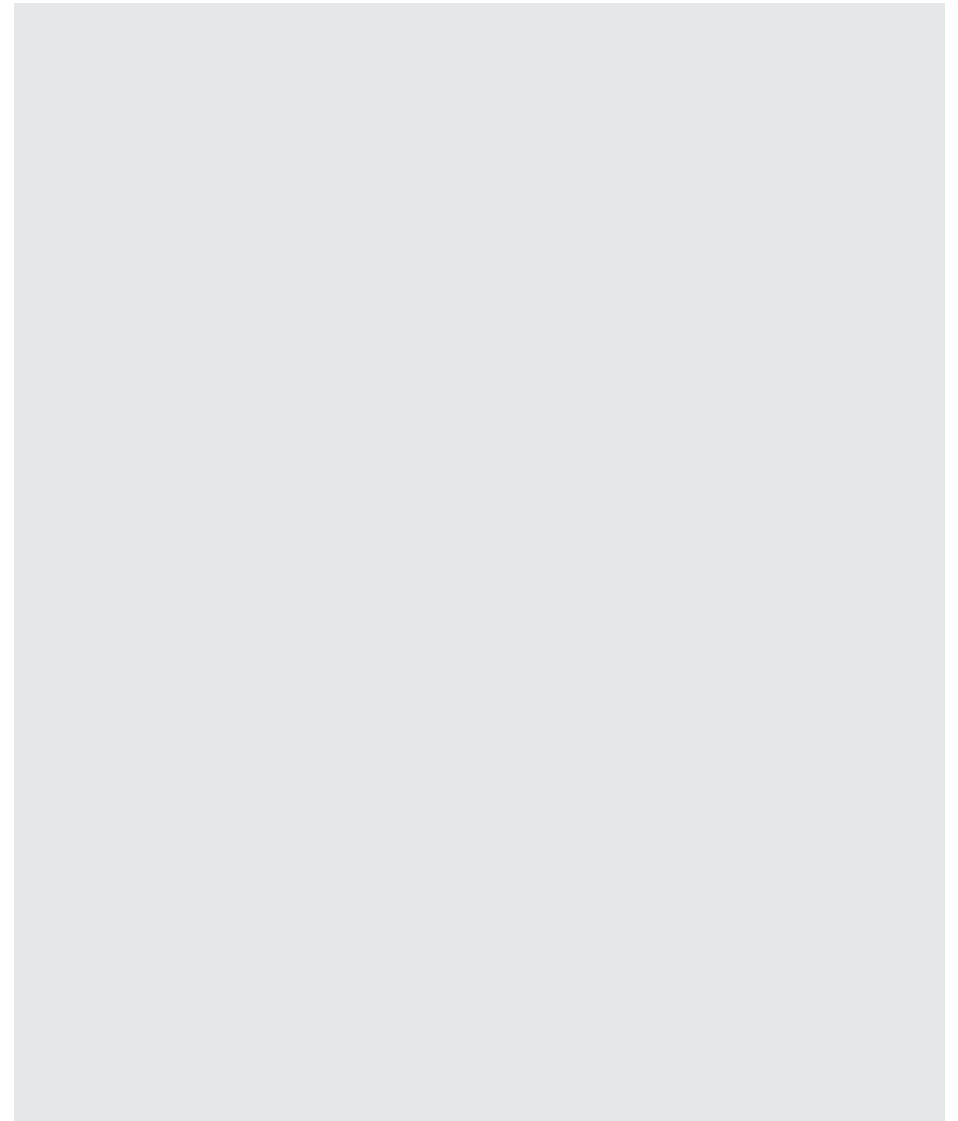
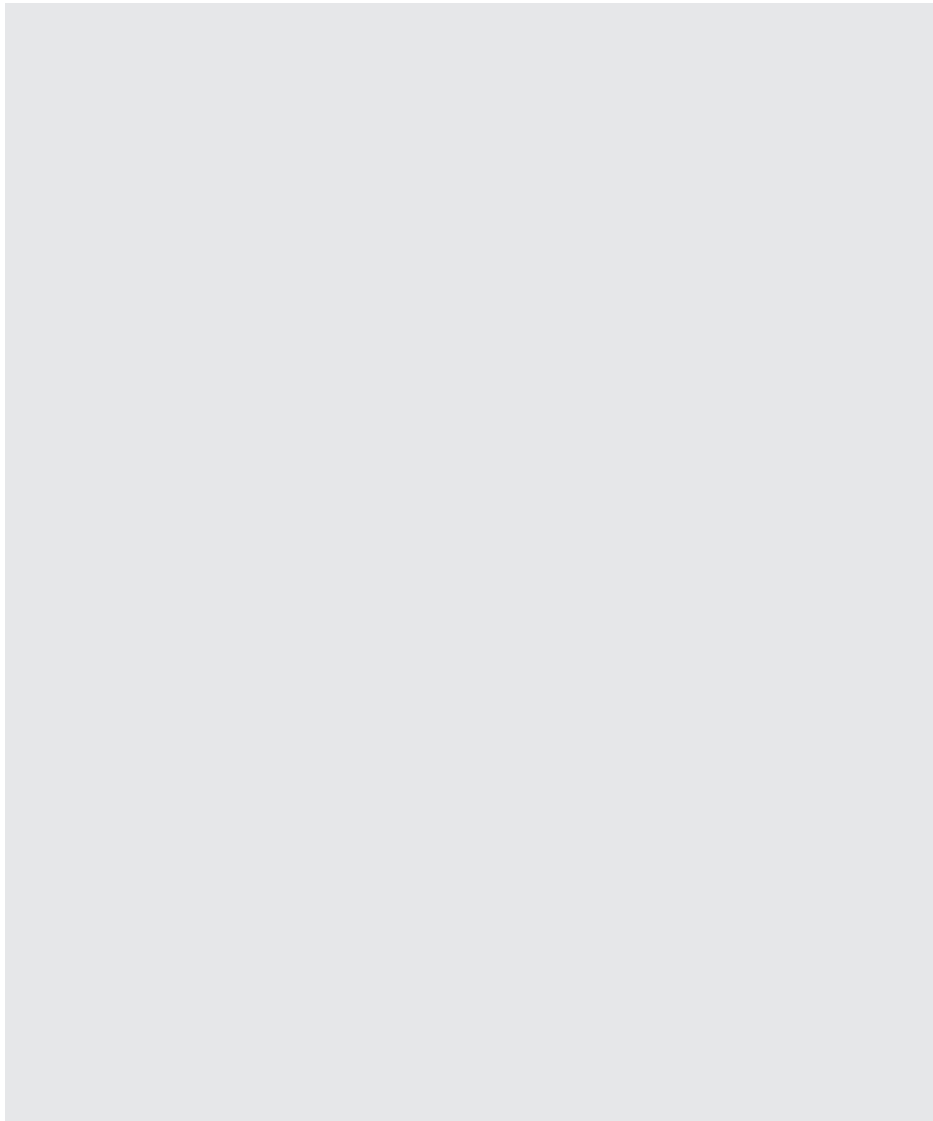


## Workshop 3: Tuesday 17 or Wednesday 18 September

### Your thoughts, notes and reflections

What one thing stood out for you today?  
What one thing will you commit to doing following this session?  
Please use this space for any personal reflections.

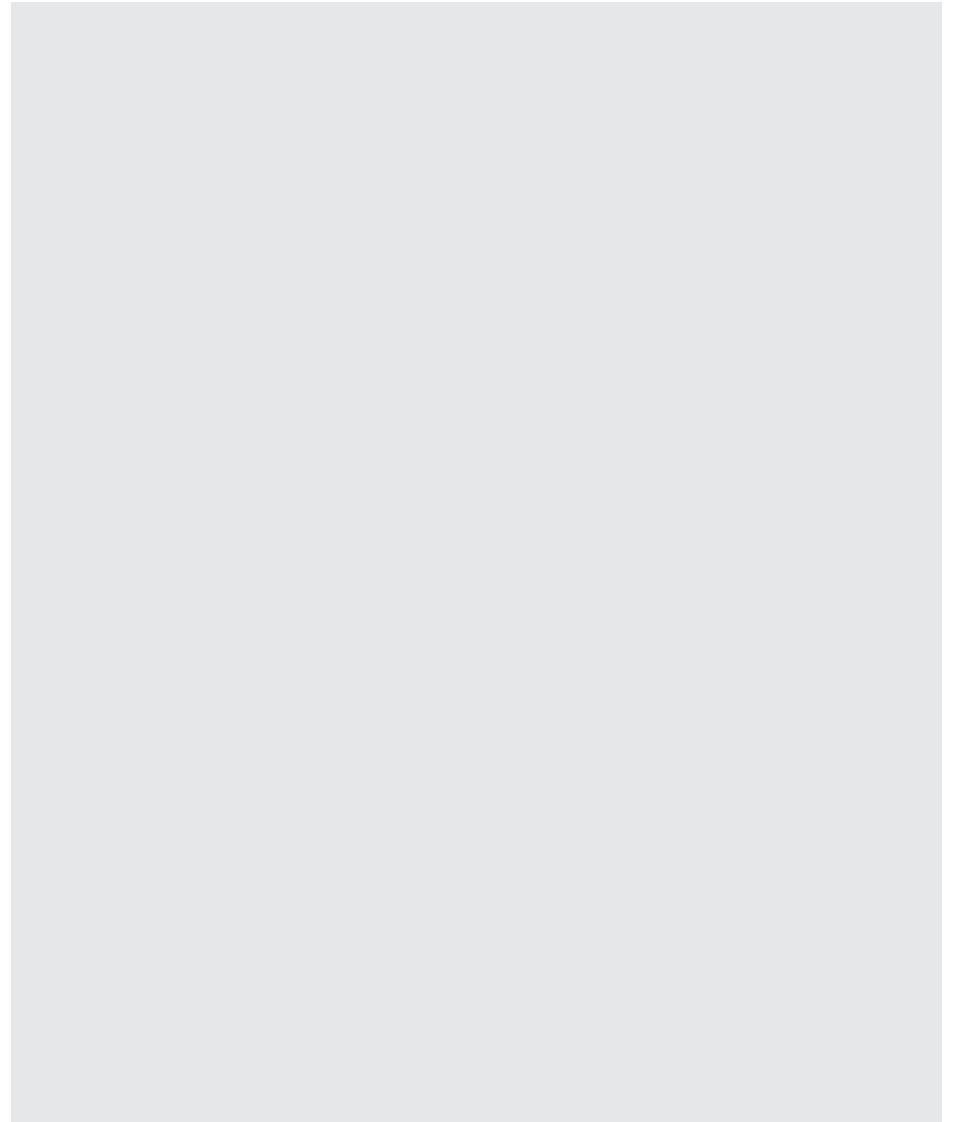
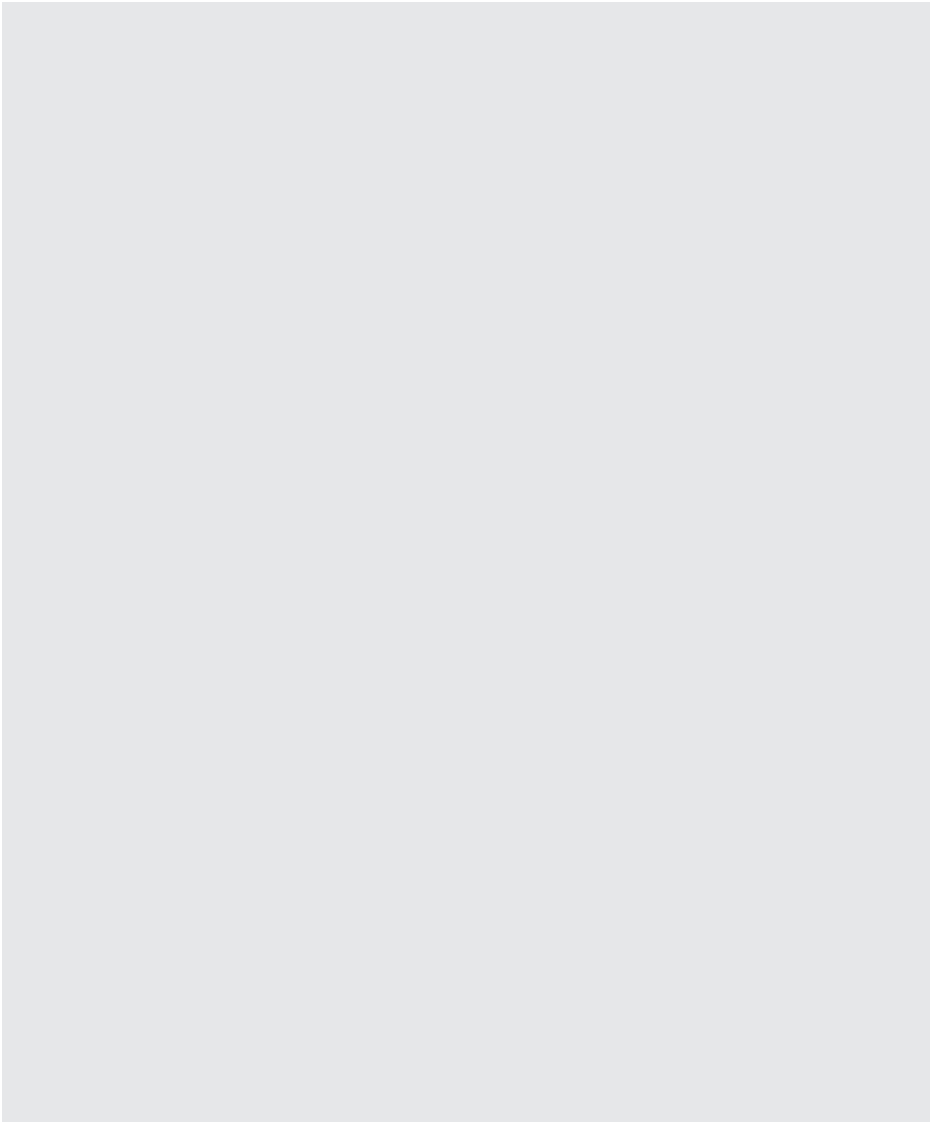




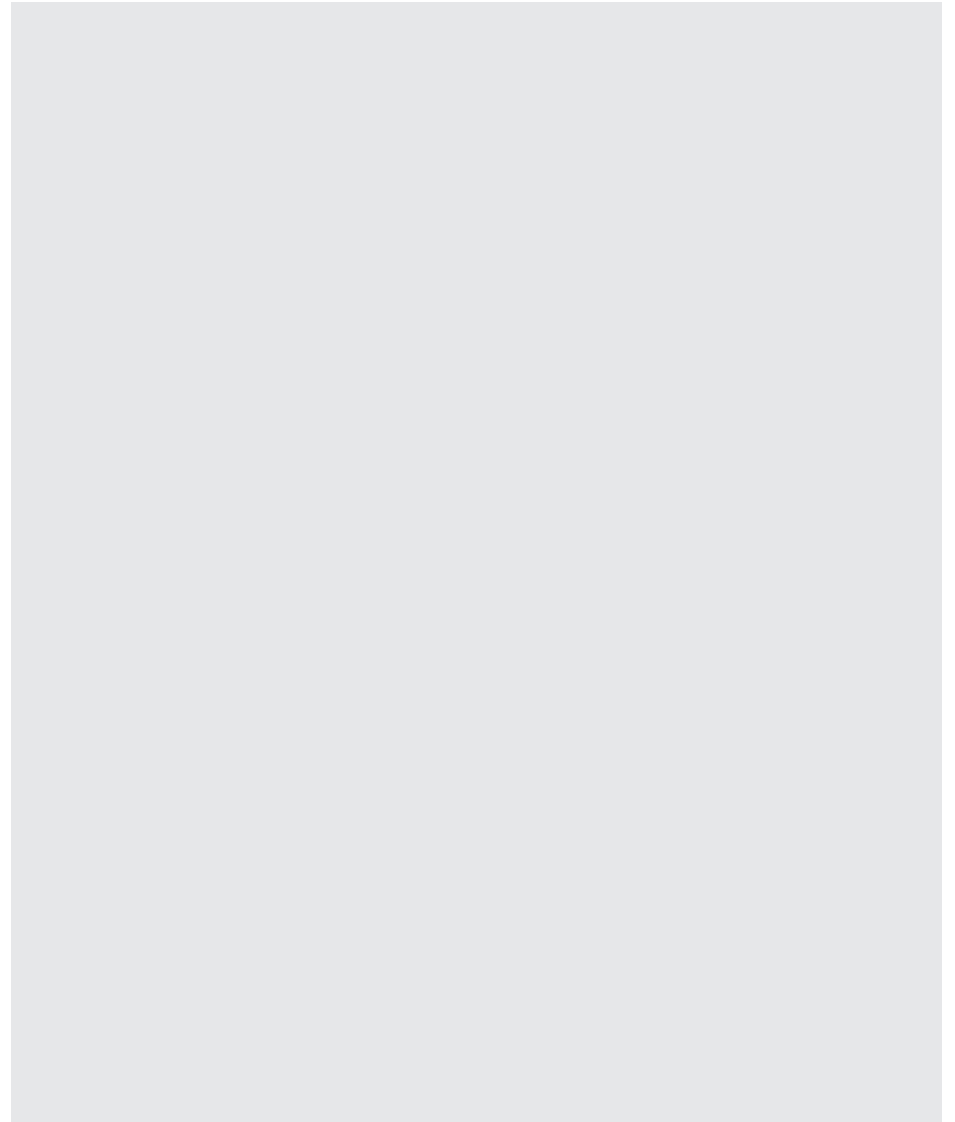
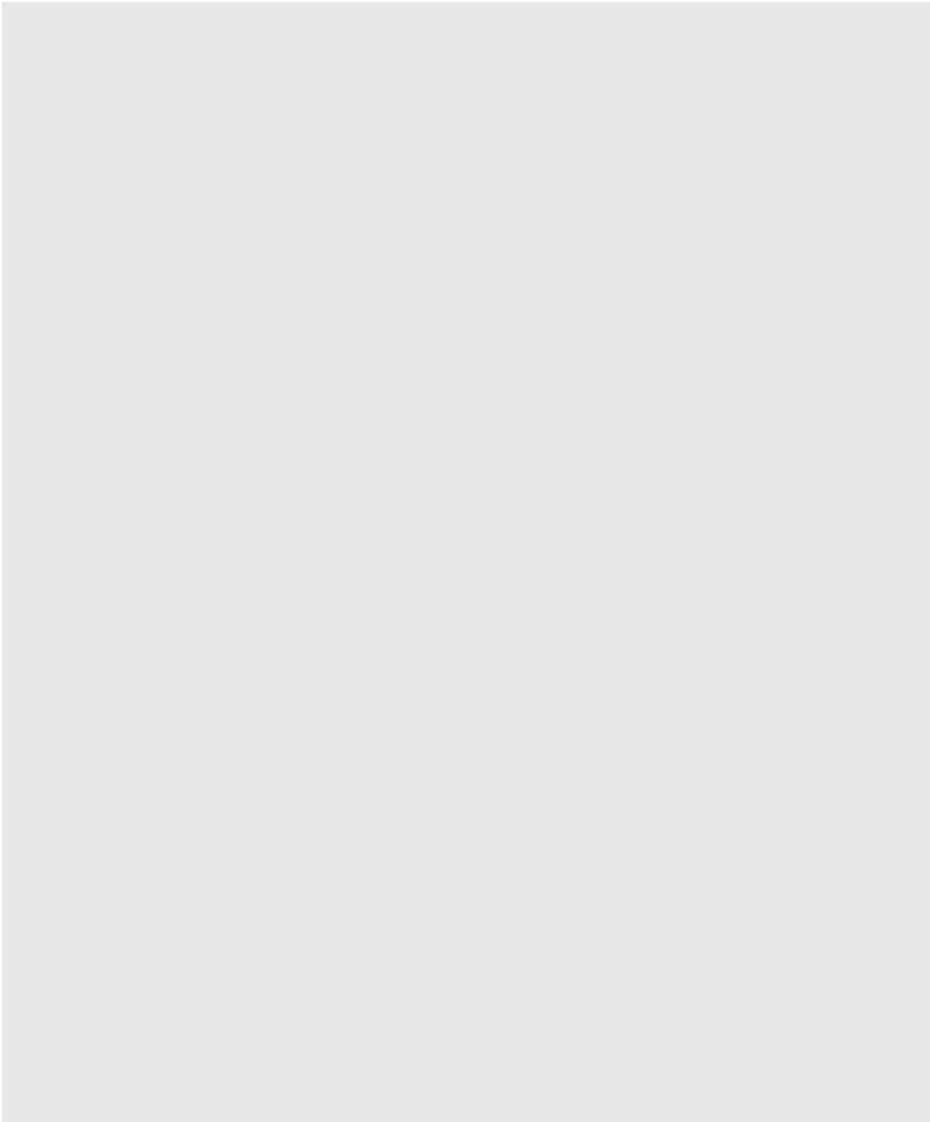
## Workshop 4: Tuesday 17 or Wednesday 18 September

### Your thoughts, notes and reflections

What one thing stood out for you today?  
What one thing will you commit to doing following this session?  
Please use this space for any personal reflections.







## Programme Delivery Team and Facilitators

### Programme Director



**Judy Oliver**

BA (Hons), Barrister, FIPD, FRSA

Judy specialises in leadership development, strategic thinking, transition planning and facilitation of multi-agency and multi-professional partnerships and teams and community consultations. Her portfolio of work includes executive coaching and development for directors and people in organisations across all sectors but particularly local government and the NHS, from NHS England to front-line services.

In addition to providing bespoke development programmes for Boards and Executive Teams, she has successfully designed and delivered key strategic development programmes for clinical leaders in the NHS, including clinical leaders in Clinical Commissioning Groups, clinical directors and consultants in Hospitals and GP and specialist registrars. During the last two years,

the portfolio of work has been heavily skewed towards mental health, primary care and integrated care systems.

Judy is an accredited assessor for the Myers Brigg Type Indicator and has qualified as a Thinking Environment Consultant and Coach with Nancy Kline and a Transitions Consultant with William Bridges in the US. Judy was a non-executive director in the NHS for twelve years with two Hospitals and a Primary Care Trust. Prior to starting her own business, she held senior roles in local government including Head of HR for Education in Kent County Council and Advisor to the Deputy Chief Executive. Before this, Judy worked for BP for seventeen years in a variety of personnel, industrial relations and legal roles across the spectrum of the oil industry from exploration to marketing.

Judy has a degree in Business Studies and is a qualified Barrister, specialising in Employment Law. In 2013, she co-authored a book about the development and future of commissioning in health and social care and is a Visiting Fellow at the Bournemouth University Institute for Health and Social Care. Between

## Programme Delivery Team and Facilitators

2015 and 2018, she was the Non-Executive Chair of a social enterprise providing primary-case based integrated urgent care.

Judy is based in Kent and can be contacted at [judy@judyoliverandco.com](mailto:judy@judyoliverandco.com) or mobile 07836 255778.



**Sally Kemp**

Sally is a highly experienced facilitator and coach, specialising in applying her professional consultancy skills and in-depth knowledge of the health and care sector to individuals, teams and organisations to optimise their delivery. Her current portfolio of consultancy work includes coaching, facilitation, team building and training for public and private sector clients, with a particular focus on the health, housing, education and professional services sectors.

She was formerly the Chairman of

NHS Berkshire, the commissioning organisation responsible for planning and overseeing health services in the area. She holds a portfolio of appointments that give her a broad perspective on care delivery and futures, including as Lay Member for a Clinical Commissioning Group and an Area Board Member for a large housing association. Sally's previous career was with IBM's professional services division where she undertook a variety of roles from project management, business management and technical and management consultancy across a number of industries, including banking, airlines and utilities. During this time, she proved her ability to manage high visibility projects with large teams, tight deadlines and significant impact on the client's business.

Underpinning all Sally's work is a strong theme of supporting and enabling individuals and teams to maximise their contribution. She is a qualified Thinking Environment Consultant using Nancy Kline's methods, a Myers Briggs practitioner, and has practical experience of applying a variety of team building and psychometric techniques. She is also an accredited 360 degree facilitator for the NHS Leadership

# Programme Delivery Team and Facilitators

Academy. She has completed a Post Graduate Certificate in Coaching and Behavioural Change at Henley Business School, where she is currently studying towards their M.Sc. in Coaching and Behavioural Change.

Sally is based in Maidenhead, Berkshire and can be contacted on [sally@judyoliverandco.com](mailto:sally@judyoliverandco.com) or mobile 07557 880712.



Serena Evans

Serena Evans is a professional actress of some 30 years; She trained at The Royal Central School of Speech and Drama, and subsequently she has worked extensively in the West End and for all the major theatre companies, including The RSC, Royal National Theatre and Shakespeare's Globe, and on television in The Comic Strip Presents, The Thin Blue Line, and more recently, "Catastrophe" for Channel 4.

She has also worked as a trainer and coach for 20 of those 30 years, bringing her theatrical skills, knowledge and talent to help people to connect and communicate more effectively and authentically when they are presenting to others.

Serena works with mindfulness techniques, investigates whether presence and charisma can be learnt (she believes that they can), and, using a combination of her theatrical knowledge and her coaching skills, she opens participants to their innate storytelling skills.

# Programme Delivery Team and Facilitators

## Adminstration Support



Jacqueline Smith  
Leadership Programme Manager



Angela Darling  
Leadership Development Administrator

For any queries, please email [ee@leadershipacademy.nhs.uk](mailto:ee@leadershipacademy.nhs.uk) in the first instance.

**Collaborative**  
**Delivery**  
**Enable Change**  
**Manager Patient**  
**Community**  
**Values Outcomes**  
**Wellbeing Health**  
**Integrated Care**  
**Leadership**  
**Teamwork Carer**  
**Improvement**  
**Citizen System**  
**Vision Culture**  
**Inclusive**  
**Innovation**  
**Quality Practice**  
**Sustainability**  
**Alliance Impact**  
**Primary Leader**  
**Strategic Networks**  
**Priorities**  
**Federation**  
**Transformation**

## Resources

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### Publications:

- The NHS Long Term Plan(NHS England website) and Investment and evolution: A five year framework for GP contract reform to implement The NHS Long Term Plan (BMA/NHS England)
- Effective Commissioning in Health and Social Care (Sage Publishing) by Richard Field and Judy Oliver
- Time to Think (Ward Lock) by Nancy Kline
- More Time to Think by Nancy Kline
- Managing Transitions by William Bridges
- The Fish Rots from the Head by Prof Bob Garratt
- The Trust Effect by Larry Reynolds

### Tools:

- 360 Feedback - Leadership Academy (2015) Healthcare leadership model 360 degree feedback tool. Available at: <http://www.leadershipacademy.nhs.uk/resources/healthcareleadership-model/supporting-tools-resources/healthcareleadership-model-360-degree-feedback-tool/>
- Mind Tools [www.mindtools.com](http://www.mindtools.com)
- Introverted Leaders <http://www.introvertedleaders.co.uk/>
- Coaching register [https://eoeleadership.hee.nhs.uk/coaching\\_and\\_mentoring](https://eoeleadership.hee.nhs.uk/coaching_and_mentoring)
- Mentoring register [https://eoeleadership.hee.nhs.uk/coaching\\_and\\_mentoring](https://eoeleadership.hee.nhs.uk/coaching_and_mentoring)

### Useful Links:

- Association of Dental Administrators and Managers <http://www.adam-aspire.co.uk/>
- Association for Project Management <https://www.apm.org.uk/>
- Care Quality Commission <https://www.cqc.org.uk/>
- Developing People, Improving Care <https://improvement.nhs.uk/resources/developing-people-improving-care/>
- Eastern Academic Health Science Network (EAHSN) <http://www.eahsn.org/>
- Eastern Region Public Health Observatory (ERPHO) - Key public health datasets [https://www.herc.ox.ac.uk/downloads/health\\_datasets/browse-data-sets/eastern-region-public-health-observatory-erpho-key-public-health-datasets](https://www.herc.ox.ac.uk/downloads/health_datasets/browse-data-sets/eastern-region-public-health-observatory-erpho-key-public-health-datasets)
- East of England Leadership Academy [https://eoeleadership.hee.nhs.uk/home\\_](https://eoeleadership.hee.nhs.uk/home_)

## Resources

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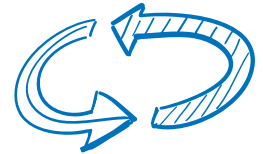
- Equality and Health Inequalities data by CCG <https://www.england.nhs.uk/publication/equality-and-health-inequalities-packs-2018-midlands-and-east/>
- Faculty of Medical Leadership and Management [www.fmlm.ac.uk](http://www.fmlm.ac.uk)
- Finance Skills Development Network <http://www.skillsdevelopmentnetwork.com/home>
- General Dental Council <https://www.gdc-uk.org/>
- General Practice Bulletin subscribe at <https://www.england.nhs.uk/email-bulletins/general-practice-bulletin/>
- General Practice Forward View <https://www.england.nhs.uk/gp/gpfv/>
- General Practice Nursing Forum <https://www.rcn.org.uk/get-involved/forums/general-practice-nursing-forum>
- GP Contract 2019 <https://www.england.nhs.uk/wp-content/uploads/2019/01/gp-contract-2019.pdf>
- Health Education England Advancing Dental Care <https://www.hee.nhs.uk/our-work/advancing-dental-care>
- Health Education England General Practice Nursing <https://www.hee.nhs.uk/our-work/general-practice-nursing>
- King's Fund <https://www.kingsfund.org.uk/>  
<https://www.kingsfund.org.uk/publications/shared-responsibility-health>
- Management in Practice <http://www.managementinpractice.com/>
- National Health Executive <http://www.nationalhealthexecutive.com/>
- NHS Collaborate <http://www.nhscollaborate.org/> A community of practice for leaders, by leaders and is a platform for collaboration across Primary care It has a range of podcasts and resources at <http://www.nhscollaborate.org/news-views/podcast-mark-spencer-on-a-visionary-new-model-for-general-practice/>
- NHS Confederation <http://www.nhsconfed.org/>
- NHS England Dental <https://www.england.nhs.uk/commissioning/primary-care/dental/>
- NHS England General Practice <https://www.england.nhs.uk/gp/>
- NHS England General Practice Nursing <https://www.england.nhs.uk/leadingchange/staff-leadership/general-practice-nursing/>
- NHS England General Practice On Line <https://www.england.nhs.uk/gp-online-services/>
- NHS England New Care Models <https://www.england.nhs.uk/new-care-models/>
- NHS England Primary Care Support <https://pcse.england.nhs.uk/>
- NHS England Spotlight on Primary Care <https://www.england.nhs.uk/nhs70/spotlight-series/primary-care/>

## Resources

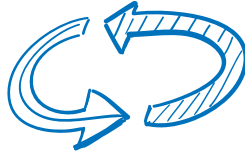
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- NHS Health Education England <https://heeoee.hee.nhs.uk>
- NHS Improvement <https://improvement.nhs.uk/>
- NHS Improvement - Creating a culture of compassionate and inclusive leadership <https://improvement.nhs.uk/resources/culture-leadership/>
- NHS Improving Quality <http://www.nhsiq.nhs.uk/>
- NHS Leadership Academy <http://www.leadershipacademy.nhs.uk/>
- Nuffield Trust - Evidence for better healthcare <https://www.nuffieldtrust.org.uk/our-priorities>
- Practice Business <https://practicebusiness.co.uk/>
- Practice Index - support and services for Practice Managers <https://practiceindex.co.uk/gp/?SID=l08riojqrrltieaka2lc1np8a2>
- Practice Management <http://www.firstpracticemanagement.co.uk/>
- Practice Managers Association <https://practicemanagersuk.org/>
- Practice Management Network <https://www.practicemanagement.org.uk/>
- Practice Managers Newsletter <http://practice-management.org.uk/newsletter>
- Primary Care Networks <https://www.england.nhs.uk/gp/gpfv/redesign/primary-care-networks/>
- Primary Care Improvement Community Newsletter subscribe by emailing [england.si-pcic@nhs.net](mailto:england.si-pcic@nhs.net)
- Primary Care Networks and the Long Term Plan <https://www.kingsfund.org.uk/blog/2019/04/primary-care-networks-nhs-long-term-plan>
- Primary Care Networks RCGP <https://www.rcgp.org.uk/primary-care-development/primary-care-networks.aspx>
- Public Health England <https://www.gov.uk/government/organisations/public-health-england>
- Quality Improvement Guide for General Practice <http://www.rcgp.org.uk/clinical-and-research/our-programmes/quality-improvement/quality-improvement-guide-for-general-practice.aspx>
- Royal College of General Practitioners <http://www.rcgp.org.uk/clinical-and-research/our-programmes/quality-improvement/quality-improvement-guide-for-general-practice.aspx>
- The Health Foundation <https://health.org.uk/>
- The Improvement Journey by Health Foundation May 2019 <https://www.health.org.uk/publications/reports/the-improvement-journey>
- The Strategy Unit - Evidence Insights Sept 2018 edition - outcomes from new care models and vanguards <https://mailchi.mp/95bcdce19a0e/1v4i4qu307-1292065?e=cd57d5cf75>

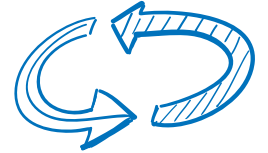
## Every picture tells a story ... Doodle and Draw




**Every picture tells a story ...**  
**Doodle and Draw**



**Every picture tells a story ...**  
**Doodle and Draw**







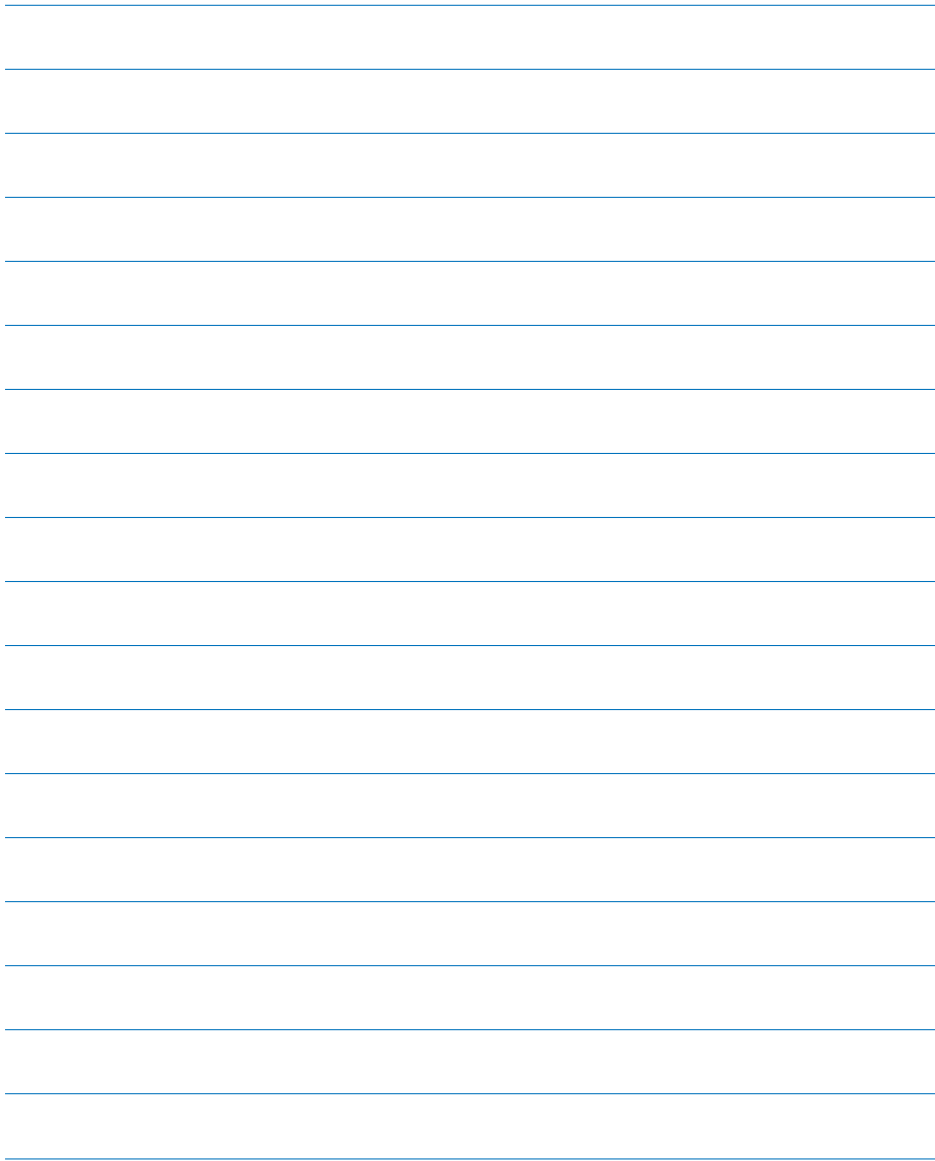
## Every action creates a reaction ... Share Your Reflections

[illegible]

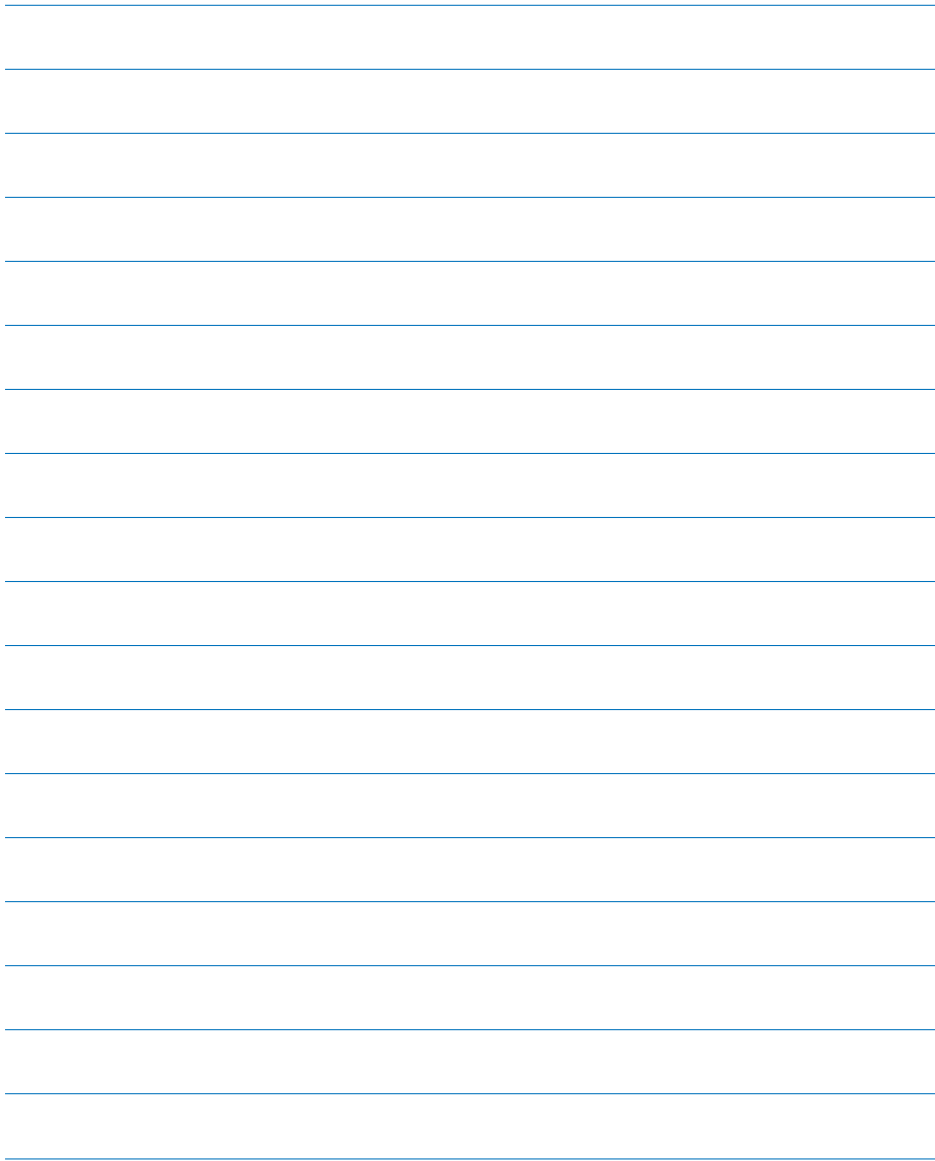
## Every action creates a reaction ... Share Your Reflections

This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

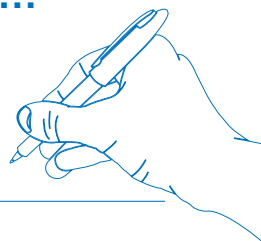
This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



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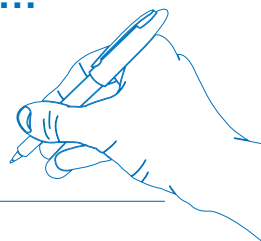


Every written word preserves a thought ...  
Write Your Ideas




Blank lined area for writing.

Every written word preserves a thought ...  
Write Your Ideas



Blank lined area for writing.

This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.Telephone

Every connection builds your network ...  
Keep Your Contacts



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## **East of England Leadership Academy**

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<https://eoeleadership.hee.nhs.uk>



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Publication ref. 3128-2019

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