

Primary Care Leadership Collaboratives

28 February 2019



Welcome and Introductions



Day 1 Programme



Leadership Academy

East of England

- 10:00 **Welcome and Introduction**
Dr Vijay Nayar, GP Dean at Health Education England
- 10:15 **Building our Learning Community and Network**
Your expectations, hopes and needs
5-minute introduction to your collaborative during this session
Dr Julie Glenn, GP and Managing Partner
- 11:30 **Coffee**
- 11:45 **Leading Self and Others**
Dr Vijay Nayar
- 12:45 **Lunch**
- 13:30 **Tools, Techniques and Considerations for Quality Improvement**
Dr Mark Attah, GP Principal and Associate Dean
- 14:45 **Tea**
- 15:00 Collaboratives discussions
- 16:15 Reflections on the day, next steps and actions
- 16:30 Close

Primary Care Leadership Collaboratives

- Multi-disciplinary leadership development programme dedicated to Primary Care in the east of England
- Specifically aimed at responding to the challenges of sustainability, capacity and retention, as set out in the GP Forward View



Programme aims

- Knowledge and understanding of leadership and management core principles
- Skills to utilise in everyday practice
- Understanding of the importance of personal values and behaviours and increasing self-awareness



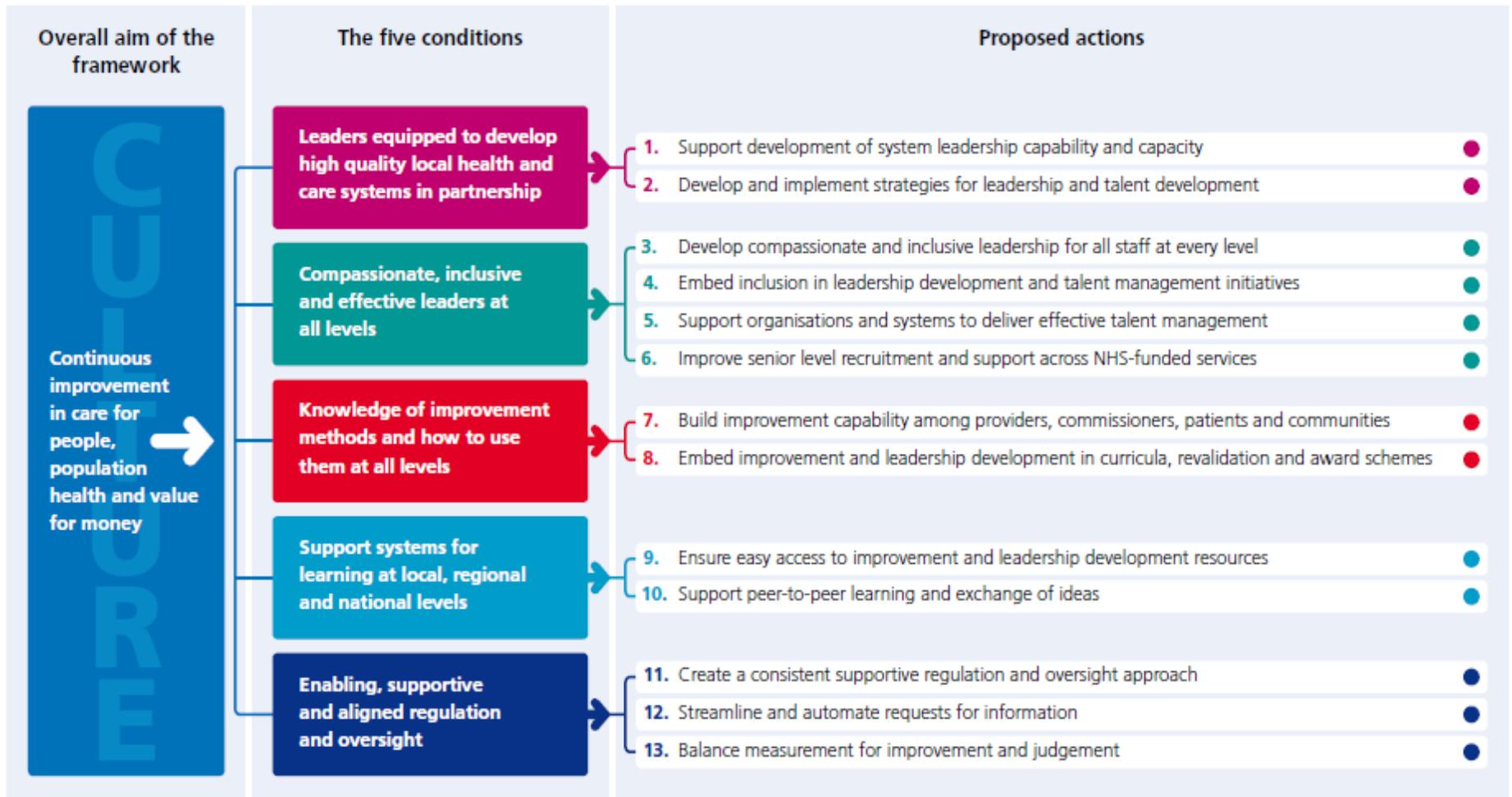
*Leadership is like
the Abominable
Snowman, whose
footprints are
everywhere but
who is nowhere to
be seen*

Bennis & Nanus

1985

- Medical Leadership Competency Framework - 2010
 - Healthcare Leadership Model - 2012
 - GMC Leadership and Management for all doctors - 2012
 - FMLM professional standards - 2015
 - Developing people, improving care: a national improvement and leadership framework for the NHS - 2016

MLCF	Healthcare Leadership Model	GMC	FMLM
Developing Self Awareness	Inspiring Shared Purpose <ul style="list-style-type: none"> Valuing a service ethos How to improve services and patient care Behaving in a way that reflects the principles and values of the NHS 	Duties of a doctor in the workplace Working with colleagues: Respect for colleagues Employment: Induction and mentoring	SELF - Self awareness and self development Demonstrates a clear people and patient-centred approach, considering the impact of their style, decisions and actions on all those affected
	Leading with care <ul style="list-style-type: none"> Essential personal qualities for leaders in health and social care Understanding the unique qualities and needs of a team Providing a caring, safe environment to enable everyone to do their jobs effectively 	Duties of a doctor in the workplace Working with colleagues: Leadership communication within and between teams, responsibility and accountability Maintaining and improving standards of care: Reflecting on your practice Employment: Mentoring, performance and health Planning, using and managing resources: Honesty, integrity and conflicts of interest	SELF - Self awareness and self development Acknowledges own limitations and prepared to seek support from others in order to achieve the best outcomes





Three Learning Pillars

Leading Self

Leading others/teams

Leading for Improvement

Patient Safety, Innovation and Resources

- **Leading Self**

- Self-awareness and personal leadership qualities
- Personal impact of leaders, developing emotional resilience

- **Leading teams**

- Team leadership, leading for results, giving and receiving feedback
- System leadership

- **Leading for improvement**

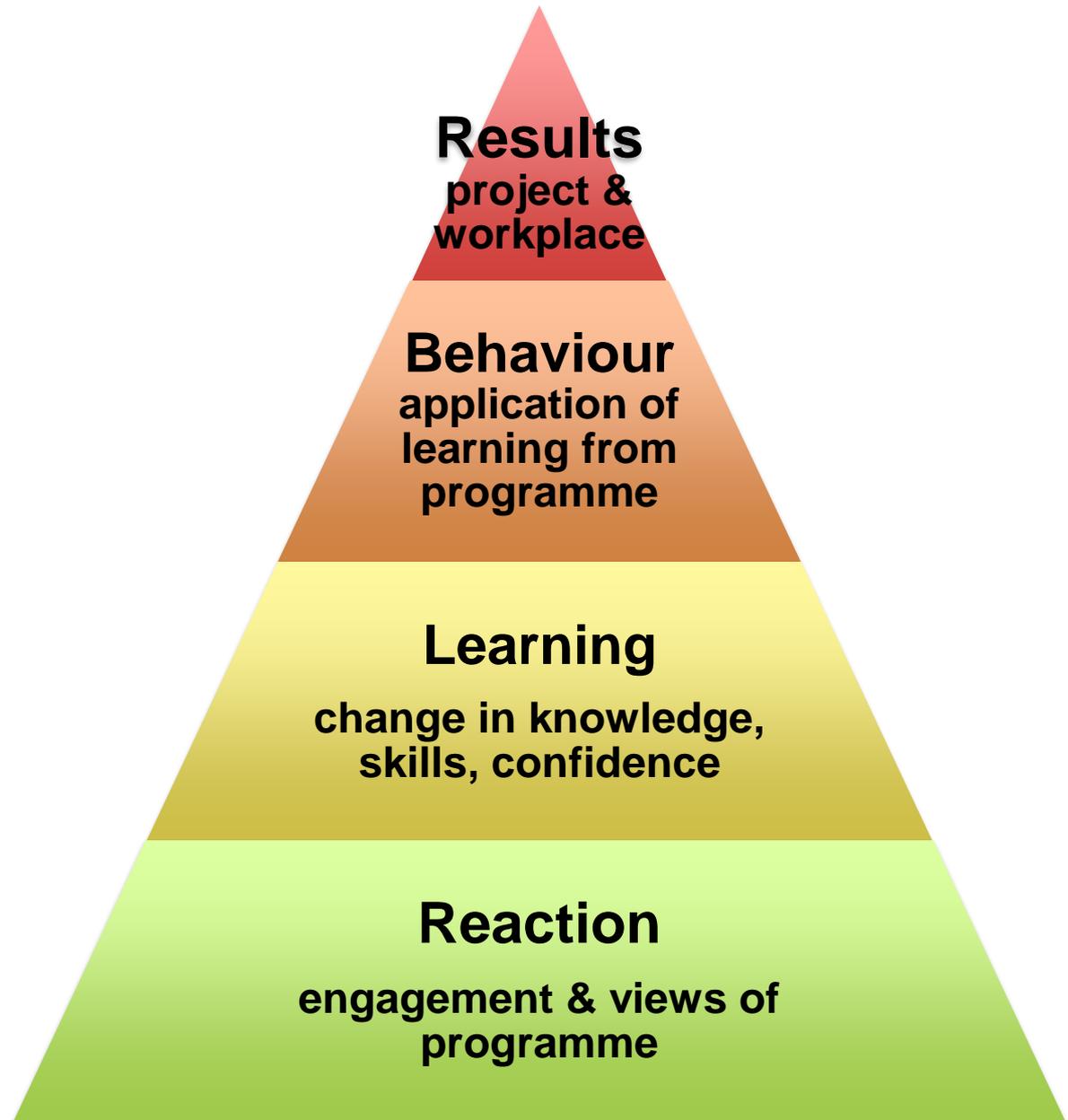
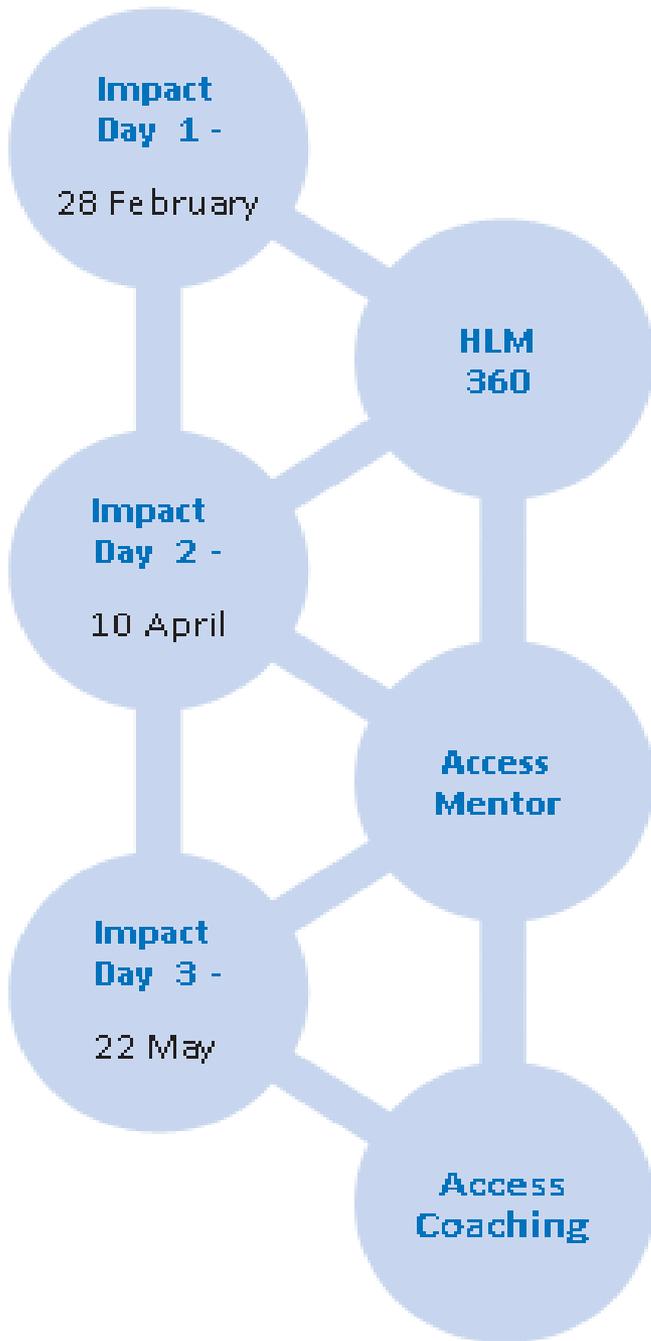
- Improvement methodologies, change management
- Innovation

Programme aims

- Knowledge and understanding of leadership and management core principles
- Skills to utilise in everyday practice in your teams
- Understanding of the importance of personal values and behaviours and increasing self-awareness

Programme content

- Mix of formal and experiential learning
- 3 Impact days over 4 month period
- Collaboratives across different STP areas
- Facilitated project group work
- Access to NHS Healthcare Leadership Model 360° feedback tool
- Access to NHS Coaching and Mentoring



East of England Leadership Academy

Proudly working with the NHS Leadership Academy. We work to value, develop and support leaders at all levels, to deliver high-quality compassionate care.



Programmes



Talent Management



System Leadership



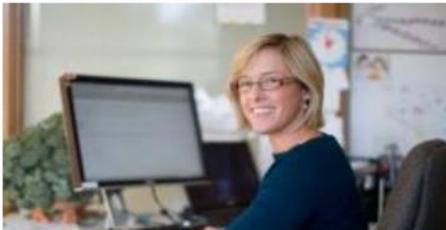
Health Coaching



Development Support



Networks and Networking



Resources



Patient Leadership

Quick links

- [HEE in the East of England](#)
- [HEE National Website](#)
- [NHS Leadership Academy](#)

Follow us on Twitter

Tweets by @eoeleadership

East of England Leadership Academy Retweeted

Do OD
@NHSE_DoOD

The Do OD app has been updated with a fresh new look! Also: a brand new section with all the details you need for OD in the NHS VI. The update is free & waiting to be downloaded NOW. Thanks everyone who helped design the branding. It's totally on fleek 🙌 [#ODintheNHS](#) [#NHSDoOD](#)



Organisational Development



Board Development



Coaching and Coaching



Inclusive Leadership



Mentoring



Healthcare Leadership Model



Health Coaching

NHS

Leadership Academy

Coaching / HLM 360°

CoachNet
Developing people for health and healthcare

Health Education East of England

Welcome to the NHS Health Education East of England Coaching Register for NHS staff

If you would like to apply for coaching please click on the **register as a coachee** button. Your request will be reviewed by a member of the Leadership Team. If you are successfully registered you will receive a confirmation email and a user name and password to enable you to log in to the register of coaches. Once logged in, you will be taken through a step by step process to help determine which coaches might be appropriate for you and then you will be able to apply to one or two coaches via the online register.

Whilst coaching will be useful for everyone, the coaches on the register are initially targeted to support participants of Leadership Development programmes and members of the Leadership Alumni Network.

As a check list for potential coachees:

- Do you work in an NHS organisation in East of England
- Are you working at Band 4 or above?
- Are you a clinician or manager with leadership responsibilities as part of your role?
- Have you discussed and agreed coaching as part of your development with your manager?

If you would like to apply for coaching please click on the **register as a coachee** button below. If you are already registered as a coachee or you are a coach on the register please use the **log in** section on the right.

If you are a coach, working in the NHS and you have undertaken an accredited coaching skills programme, you can apply to be on the coaching register.

EMCC
European Mentoring & Coaching Council

Register as a coachee

Register as a coach

View all coaches

NHS
Health Education England
working across the east of England

Home | Medical Training | GP | Dental | Recruitment | Quality | Healthcare Professionals | Resources | Contact

Healthcare Leadership Model 360

As part of the support to the Primary Care Leadership Collaborative, we are able to offer and encourage undertaking the Healthcare Leadership Model 360 process.

To undertake your own 360, you'll first need to create an account with the NHS Leadership Academy by clicking [here](#).

You should then receive an e-mail from the Leadership Academy with your Academy ID/Username and your Password (this can take a little while).

Once logged in, under My Programmes, click "Register Online" under Healthcare Leadership Model and fill in the short personal information form. You should then be directed to the Healthcare Leadership Model Appraisal Hub.

Once in the hub, click "Start, continue or view a questionnaire for yourself" and create a new questionnaire. When prompted, click "Pay by purchase order" then enter the **Purchase Order number 307044570** and under Organisation name search and select **Health Education England** (the address will show Wakefield, which is our invoicing address) and select "Purchase Now".

More information about HLM 360 can be found by following [this link](#).

Home

Overview

PCLC Impact Day 1

PCLC Impact Day 2

PCLC Impact Day 3

PCLC Impact Day 4

Healthcare Leadership Model

Coaching

Mentoring

Resources

Video Resources

Useful links

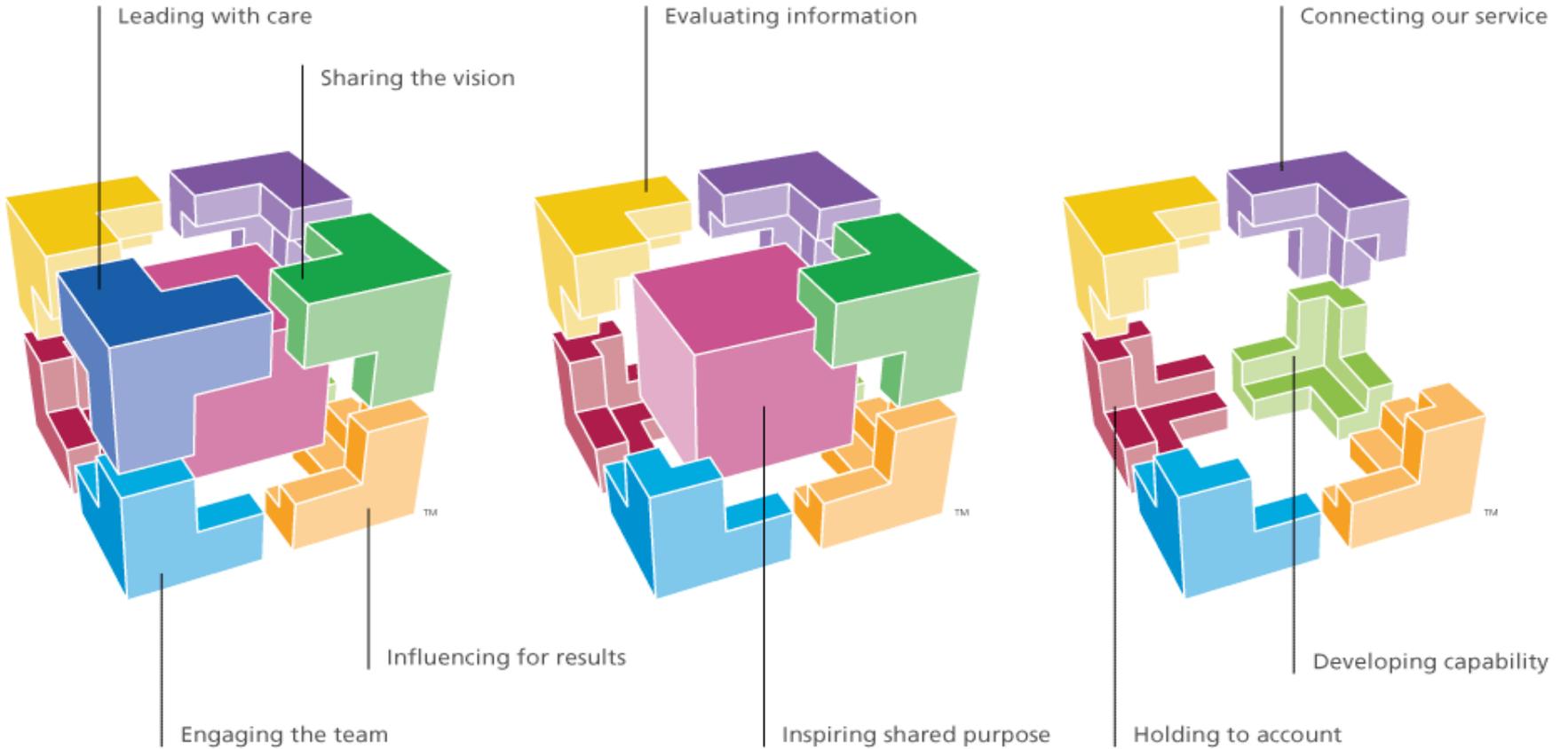
Contacts

User login

Username *

Password *

[Request new password](#)



Day 1 intended outcomes

- Induction/first networking
- Attitudes to learning and change
- Introduction to leadership and management
- Tools for project management
- Introduction to leadership academy resources



Project group facilitators:

- Helen Oliver
- Julie Glenn
- Elisabeth Hopman
- Mark Attah
- Sarah Rann



Collaboratives

- De Parys Group and MK Bedford Street Surgery / Westcroft Surgery
- Arbury Road Surgery and Cluster 7 of MK PCH
- George Clare Surgery and Wymondham Medical Practice

Julie Glenn and
Elizabeth Hopman

Helen Oliver

Mark Attah and
Sarah Rann



Dr Julie Glenn
GP and Managing Partner

Building our Learning Community and Network

Expectations



Hopes

Needs

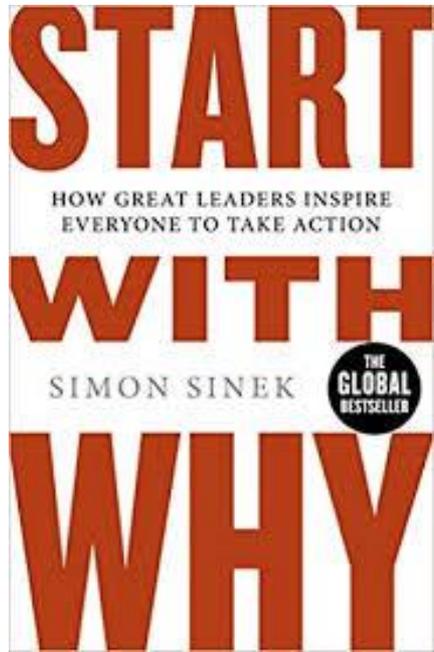


If your
ACTIONS
inspire
OTHERS
to dream more, learn more,
do more and become more
then **YOU** are a leader.

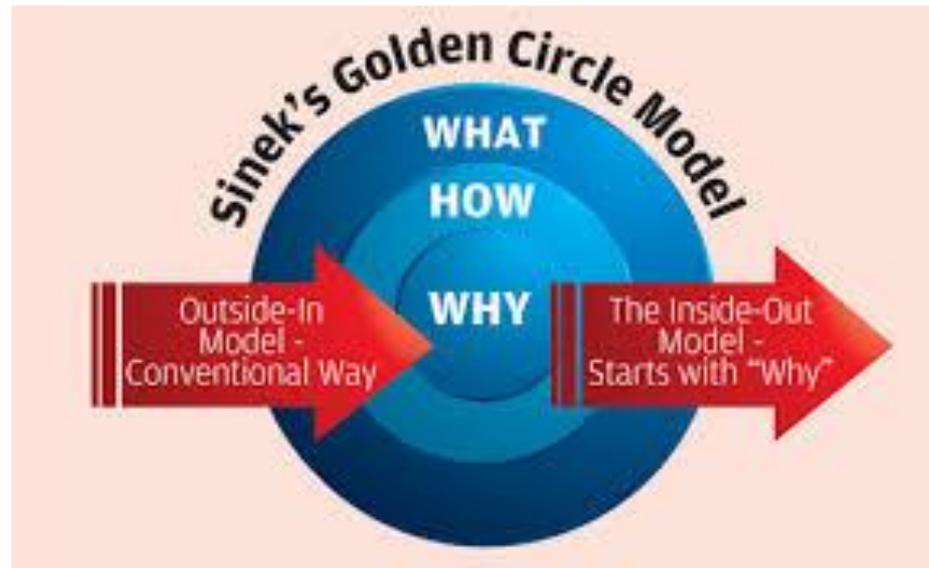
-John Quincy Adams







https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en





Leadership is building a bridge that connects the vision with the purpose, in order to empower those who are around us

David Walker

WHY – Why have you come on the programme? (your ‘purpose’)

With regard to your project, what problem specifically are you trying to solve?

WHAT – What is your vision? What would success look like?

HOW – How can the programme help you achieve this?



Ellen Johnson Sirleaf





Management &

LEADERSHIP



GUIDANCE



SOLUTION



VISION



TEAMWORK



DIRECTION



STRATEGY



COMMUNICATION



GOAL

Leadership and Management

- Is there a difference?
- When is each important?



Management vs Leadership

Management

- is about planning
- provides order and consistency within organisations

Leadership

- sets a direction and develops a vision for the future
- produces change and movement

Kotter (1990)

- **Managers** are people that do things right..
- ...**Leaders** are people that do the right thing

Bennis and Nanus (1985)



Managers

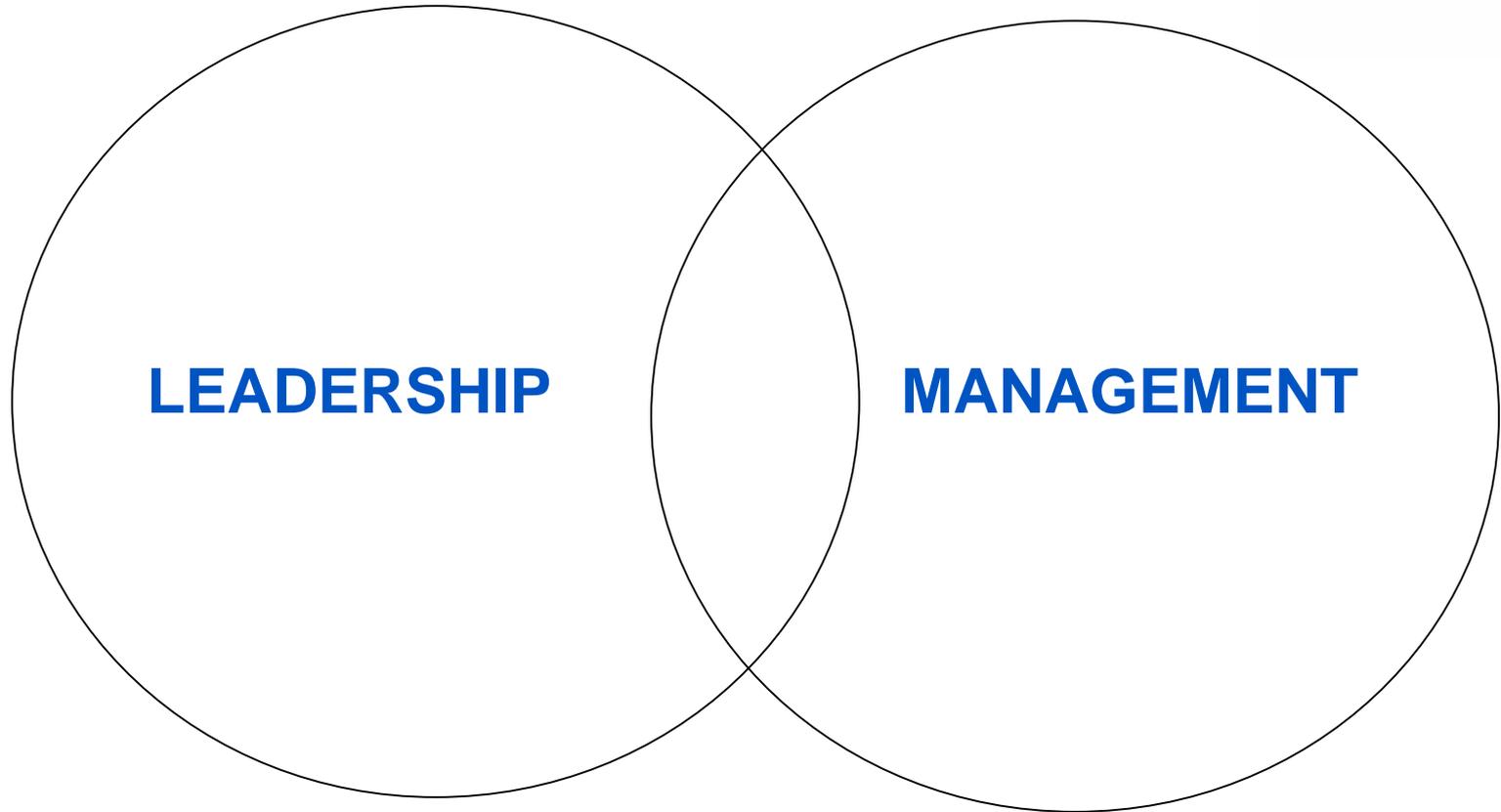
- work within an existing paradigm
- solve problems
- manage existing resources

Leaders

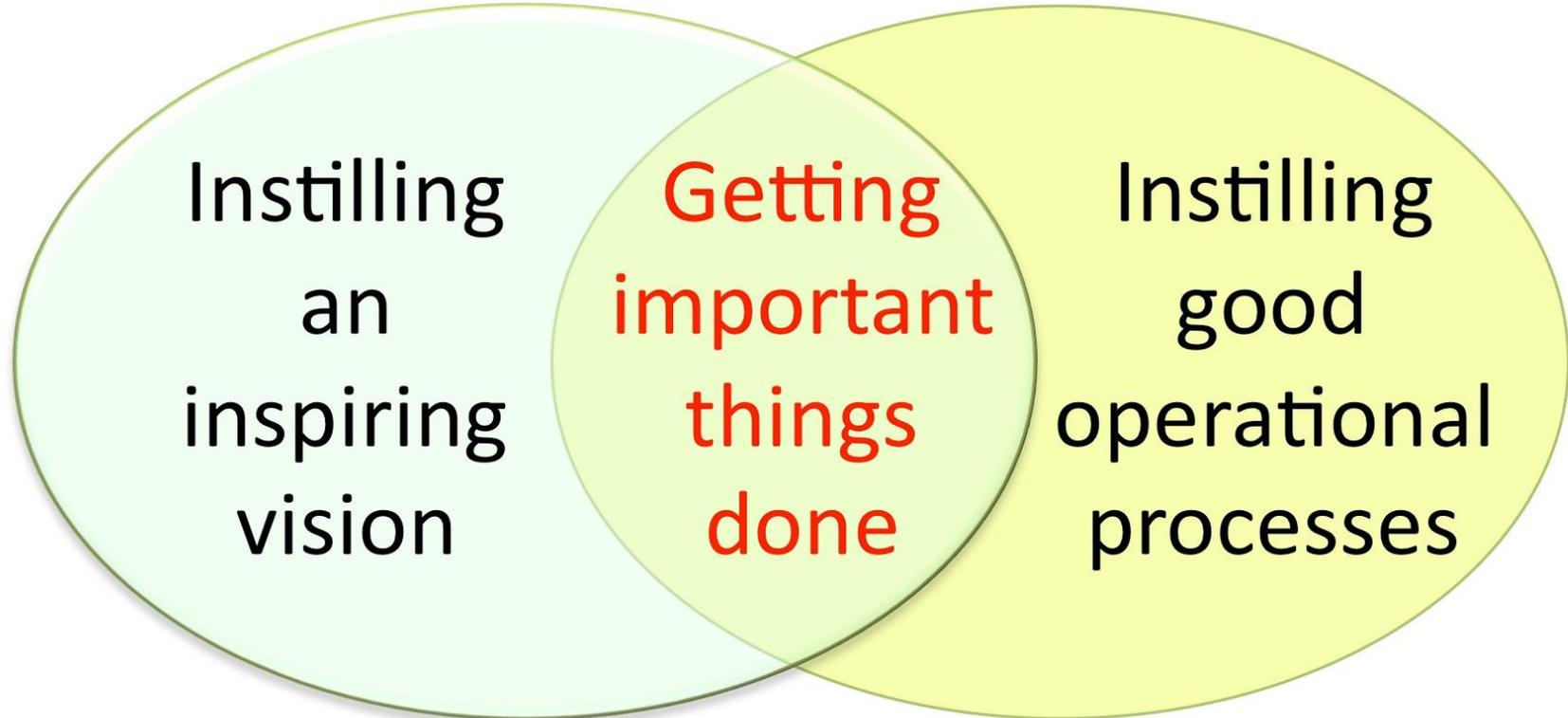
- create new paradigms
- challenge systems
- seek new opportunities

Covey (1994)





Leadership & Management

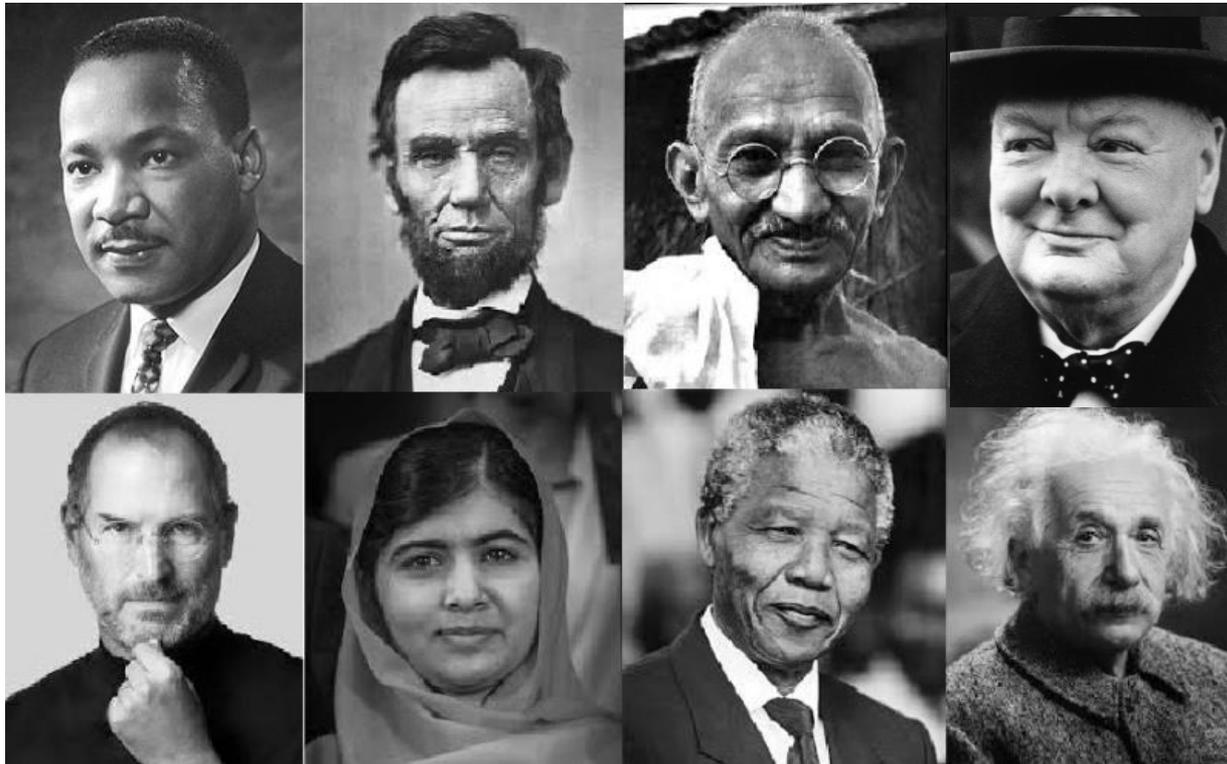


- “Change is the only predictable constant”
(Kouzes and Posner, 2007)
- Managing change is an essential aspect of a good leader



- Who would you identify as a good leader?
-and why?
-what qualities do they possess?





Heroic leadership

- Heroes part of all our cultures and civilisations
- Leader v Follower
- Why do we need and create them?
- Do we really need them?

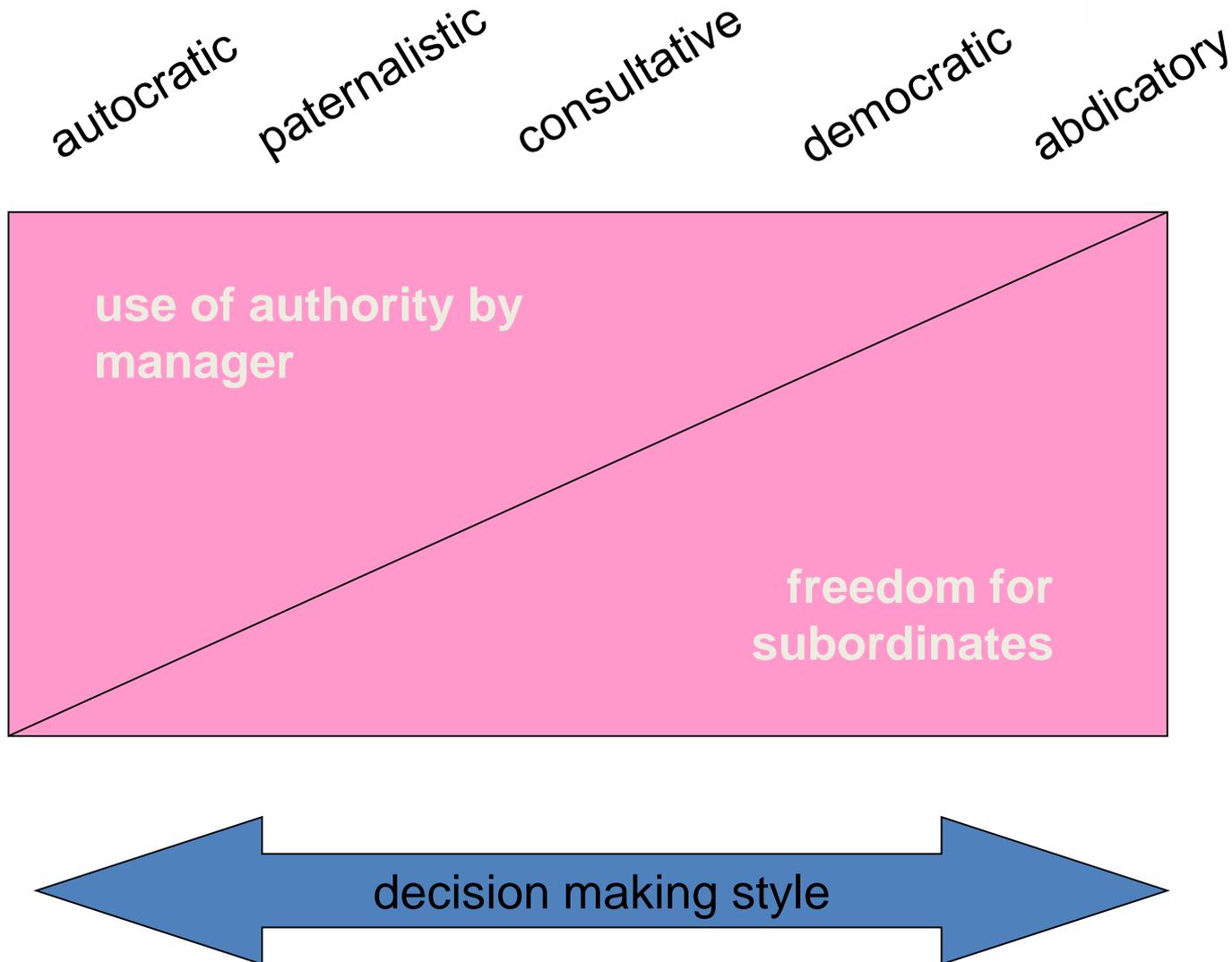


Heroic leadership

- Leader v Follower – says leader important
- Success attributed to the leader
- Doesn't enable leaders to help optimise the contribution of every member
- Encourages followers to sit back and let the hero be heroic
- Heroes don't make mistakes or if they do they this will be followed by a recovery

- Thinking of a ROLE MODEL who has had a significant influence on **you**, how might you describe their leadership style
- What would others say about your leadership style?





Concern for people



***Country club
management***

***Committee
management***

***Collaborative
leadership***

***Impoverished
management***

***Authority
obedience***

Concern for results

What is collaborative leadership?

- Response to Heroic Leadership
- Roots lie in Distributed Cognition Theory (Hutchins, 1995)
- Concept that cognition and knowledge are not confined to an individual; rather, it is distributed across objects, individuals, artefacts, and tools in the environment
- You have a Leader but the **leadership tasks** are “distributed” across the team

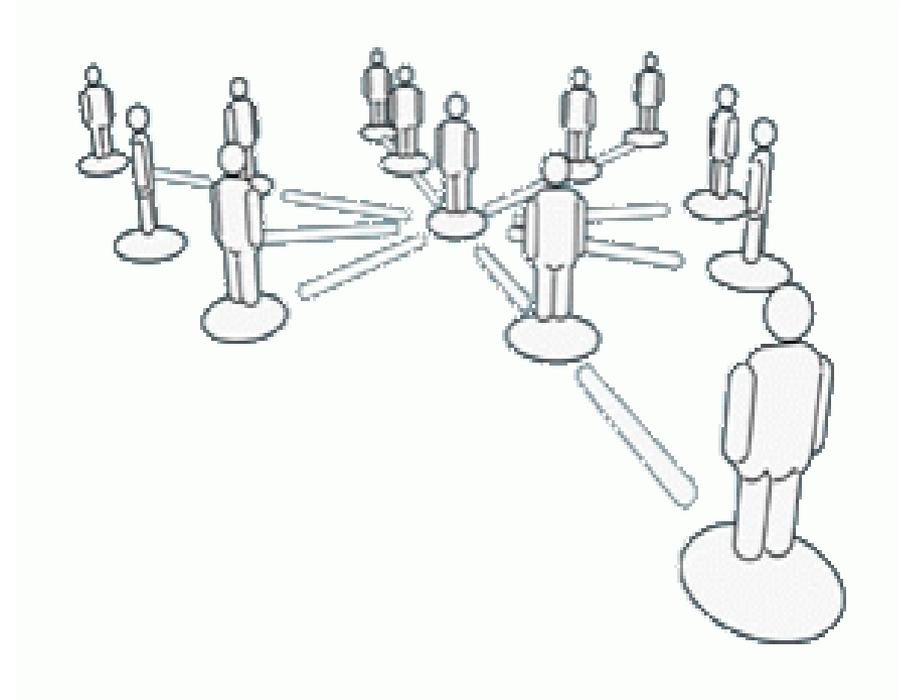


Collaborative Leadership

- Importance of **social relations**

- Effective leadership **process**

- **Informal, Emergent, Dispersed, Distributed**

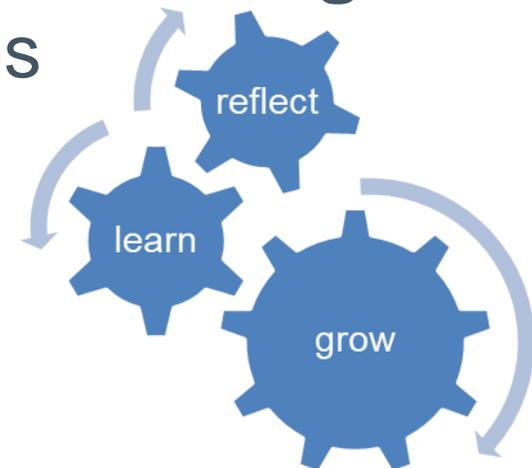


Collaborative Leadership

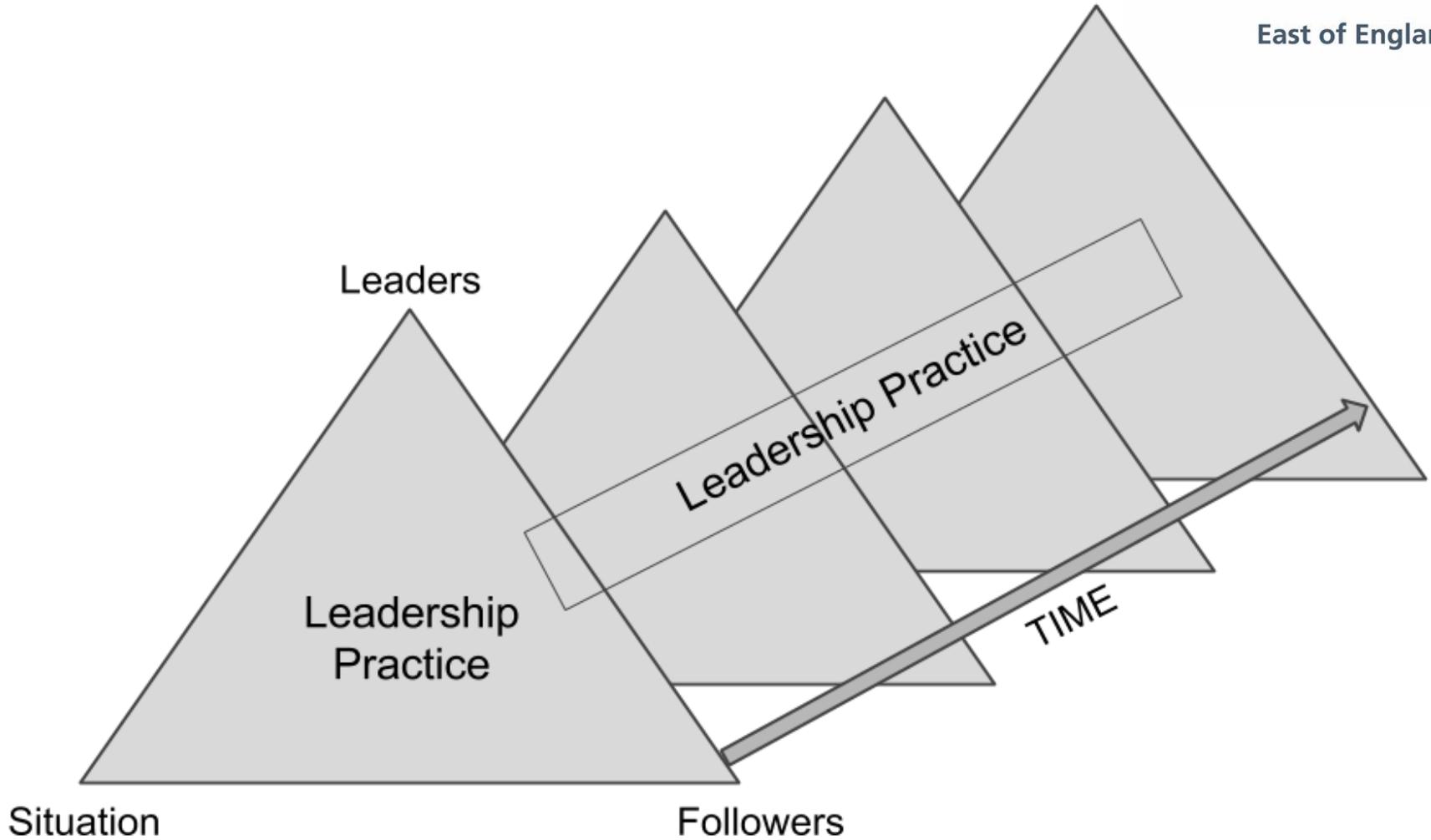
- Heroism not required, delivery depends on others
- Acknowledges followers
- Connect with our teams and bring ourselves
- Leading happens between people – connections
- People work for people
- Situation matters
- Outcome associated but no (single) right answer

Collaborative leadership?

- All staff focusing on continual learning
- Focus on the improvement of service delivery
- Requires:
 - high levels of dialogue
 - debate
 - discussion to **achieve shared understanding** about quality problems and solutions



Collaborative leadership



Behaviours of a collaborative leader

Break into groups and discuss what you think the key behaviours of a collaborative leader are



Collaborative leadership?

- Builds relationships
- Handles conflicts in a constructive manner
- Shares control
- Takes responsibility
- Commitment to the whole – it's **we** not me
- Partnership
- Mutual Empowerment
- Mutual Support
- Mutual Accountability
- Conversation not command



“[The NHS]... requires not heroic leadership but leadership that is shared, distributed and adaptive”

The Future of Leadership and Management in the NHS: No More Heroes. King's Fund 2011

**Think of an occasion you have seen
compassion**

What behaviours did you observe

Compassionate and Collective Leadership

- **Attending:** paying attention to staff – ‘listening with fascination’
- **Understanding:** shared understanding of what they face
- **Empathising**
- **Helping:** taking intelligent action to serve or help



Compassionate Leadership



Leadership Academy

East of England

Authenticity

Openness and Honesty

Humility and Curiosity

Optimism

Appreciative

➤ **Creates compassionate teams**

Collaborative Teams

- Clear, agreed vision and objectives
- Role clarity
- Effective communication and constructive debate
- Regular, engaging and valuable team meetings
- Enthusiastic and supportive inter-team and cross-boundary working

Compassionate Teams

- Compassionate towards each other
- Positive, supportive relationships in teams
- Nurture team learning, improvement and innovation
- Quickly work through conflict; prevent intense or chronic conflicts
- Positively value diversity

To summarise...

- We don't need another hero
 - Leading happens between people
 - Situation matters
 - No (single) right answer
 - Effective leadership
- Leaders need to connect with their teams
 - Be willing to collaborate – people work for people
 - Identify your goal(s)
 - Reflect, learn and grow together
 - Be attentive and listen carefully to the team

What do you think the collaborative leadership approach would be when tackling your project?

Thank you



Lunch



Dr Mark Attah
GP Principal and Associate
Postgraduate GP Dean

Tea



Collaboratives Discussions



Next steps and expected outcomes:

- Please complete your Evaluation
- Refer to the programme microsite
https://eoeleadership.hee.nhs.uk/PCLC_2018-2019
- Access to NHS Healthcare Leadership Model 360° feedback tool
- Access to NHS Coaching and Mentoring
- Impact Day 2 – Wednesday 10 April 2019, Holiday Inn
- An exploration of system leadership, and creating conditions and climate for inclusive, engaging and productive team working

Thank you for participating today
Have a safe journey home

