Care Programme and Time to Think

Susi Clarke Primary Care workforce Programme Lead BLMK ICS

Nina Pearson Director of Clinical Transformation BLMK CCG

Janet Thornley SGPN Lead BLMK CCG

CARE Programme

- **CARE** is a holistic change approach led by general practice nursing – super connectors! – supporting workforce resilience and leadership development using a combined focus on:

  - System-wide engagement – connecting national and local teams and strategies

  - Individual activation – using population health improvement projects to anchor learning and demonstrate value

  - Applied leadership – creating and maintaining the right environment for change and innovation

  - It is a programme that can be translated to other workforce colleagues as well as Senior Leaders.

Connected, Authentic
Resilient & Empowered

BLMK — Integrated Care System

CARE
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Building my understanding of the context in which I work
- Understand the context in which I am working
- Understanding PHM and its application to my work

→

Building my understanding of self
- Understand self
- Understand that we can control our state

→

Building my purpose as a distributed leader
- Understand my role as a catalyst for change
- Identify own improvement project

→

Building my inner team
- Understand our inner critic
- Develop our strategies and inner strength

→

Building my project or support team
- Understand PHM approach to workforce redesign
- Understand the characteristics of a great team

→

Building for effective engagement
- Demonstrate understanding of NLP communication model
- Understand and practice tools to support effective communication and engagement

→

Building our leadership and influencing capability
- Demonstrate understanding of influencing strategy
- Understand and practice storytelling

→

Building for impact
- Understand our why, how and what.
- Demonstrate ability to build a coalition of the willing through personal impact

Note:
The lilac boxes are the NLP modules to build self awareness and leadership potential.

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# Specific projects

What we are seeing

CARE
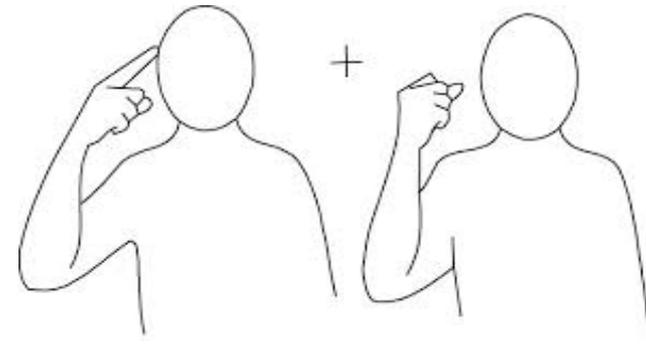
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1 My wellbeing will improve

84% of nurses felt that their emotional wellbeing had improved, and this should lead to better patient **safety**, reduced **sickness** and reduced **absence.**

2 My leadership skills will improve

100% of nurses felt that their leadership and influencing skills had improved and this should lead to lower patient **mortality** and medication **errors.**

3 I'm more likely to continue to work in primary care

80% of nurses felt that they were much more likely to continue to work in Primary Care and lower nurse turnover will lead to recruitment **savings** and improved care **quality.**

4 I'll work to improve patient satisfaction

PCNs with more nurses have a higher proportion of patients who are '**very happy**' with their practice and we already know that happy equals healthy.

5 I'll improve the health of my population

By the end of 2021, CARE participants will have started improvement projects in **21%** of PCNs and better **population health** leads to significant improvements in patient **outcomes** and health **utilisation**.

6 I'll help reduce the pressure on Primary Care

Post Covid, GP demand will continue to grow at **5%** a year yet patients seeing a GPN see their GP appointments fall. Typically, a patient who sees a GPN **4** times, then sees their GP **4** times less the year after.

7 I'll help reduce the pressure on Secondary Care

A weak correlation exists between higher numbers of GPNs and lower levels of **avoidable A&E admissions**. Each improvement project is likely to generate a benefit in excess of 1 avoided A&E admission (£2181) and CARE may therefore pay for itself in reduced A&E demand alone.

8 I'll help others improve their skills and wellbeing

CARE participants are sharing what they've learned to such an extent that others are rapidly taking up these ideas (NPS score of **72**), which leads to a magnification of all the above benefits. By the end of 2021, CARE will have made a positive difference to at least **1445** NHS staff and this number will grow over time.

If I attend the CARE Programme…

…the total benefit I'll generate is likely to greatly exceed the cost of participating

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Introduction to The Thinking Environment

- The quality of everything we do begins with the thinking we do first

- And the quality of that depends on how we are treated when we are thinking

Nancy Kline

Positive Opening Rounds

Creates ease and helps us to see past the labels & assumptions we have about people.
It calms the amygdala and generates endorphins and oxytocin

What is your name, role and one special thing in your life right now ?

10 components of the Thinking Environment

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Attention

Place

Equality

Incisive Questions

Ease

Diversity

Appreciation

Information

Encouragement

Feelings

ATTENTION
EQUALITY
EASE
APPRECIATION
PLACE
ENCOURAGEMENT
INCISIVE QUESTIONS™
DIVERSITY
INFORMATION
FEELINGS

TIME TO THINK

Three key components

Attention

Equality

Ease
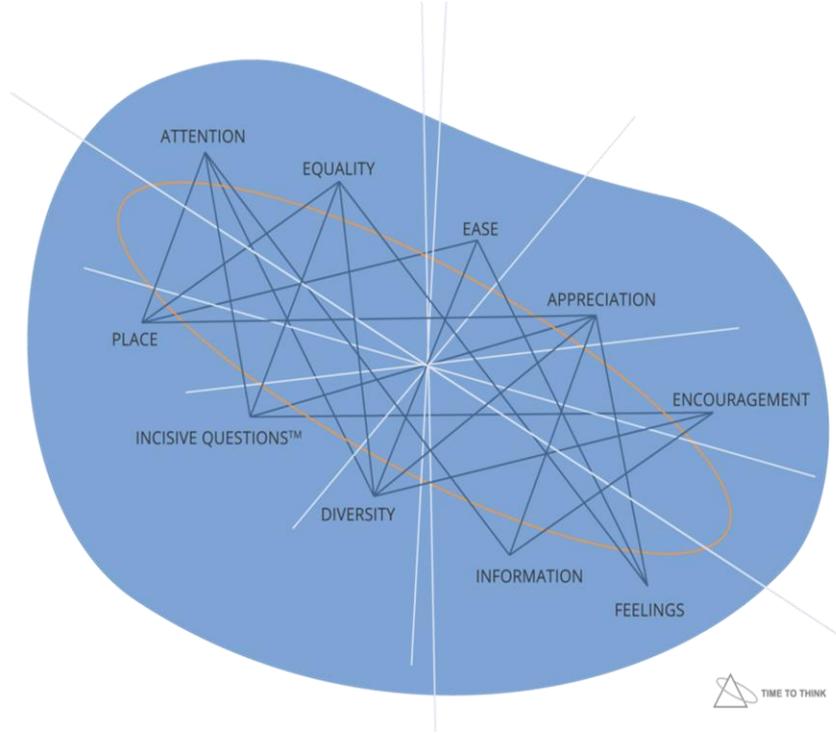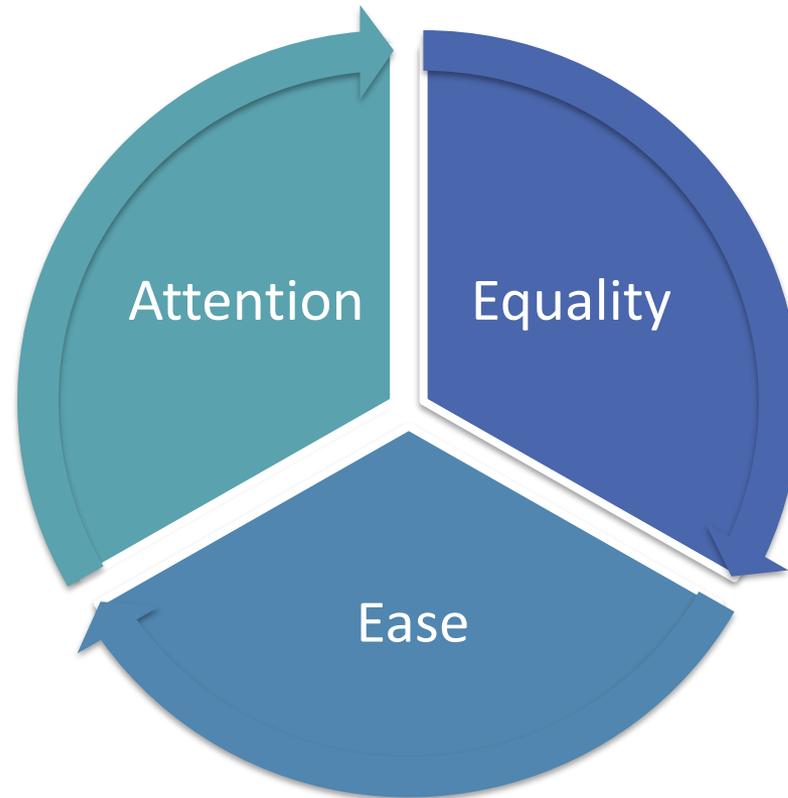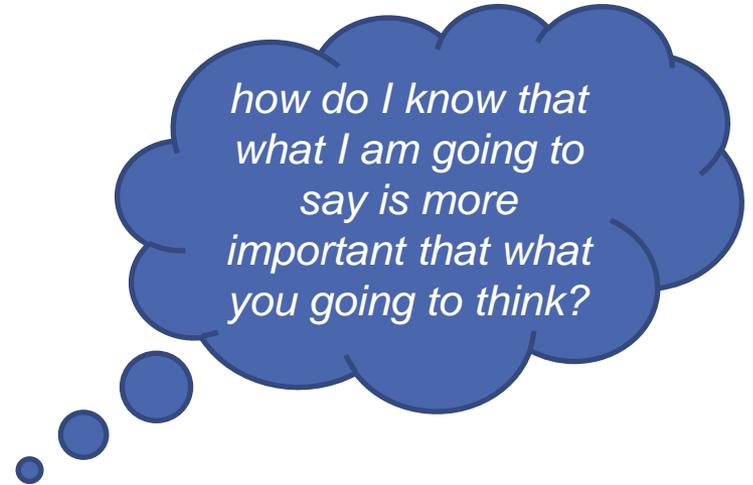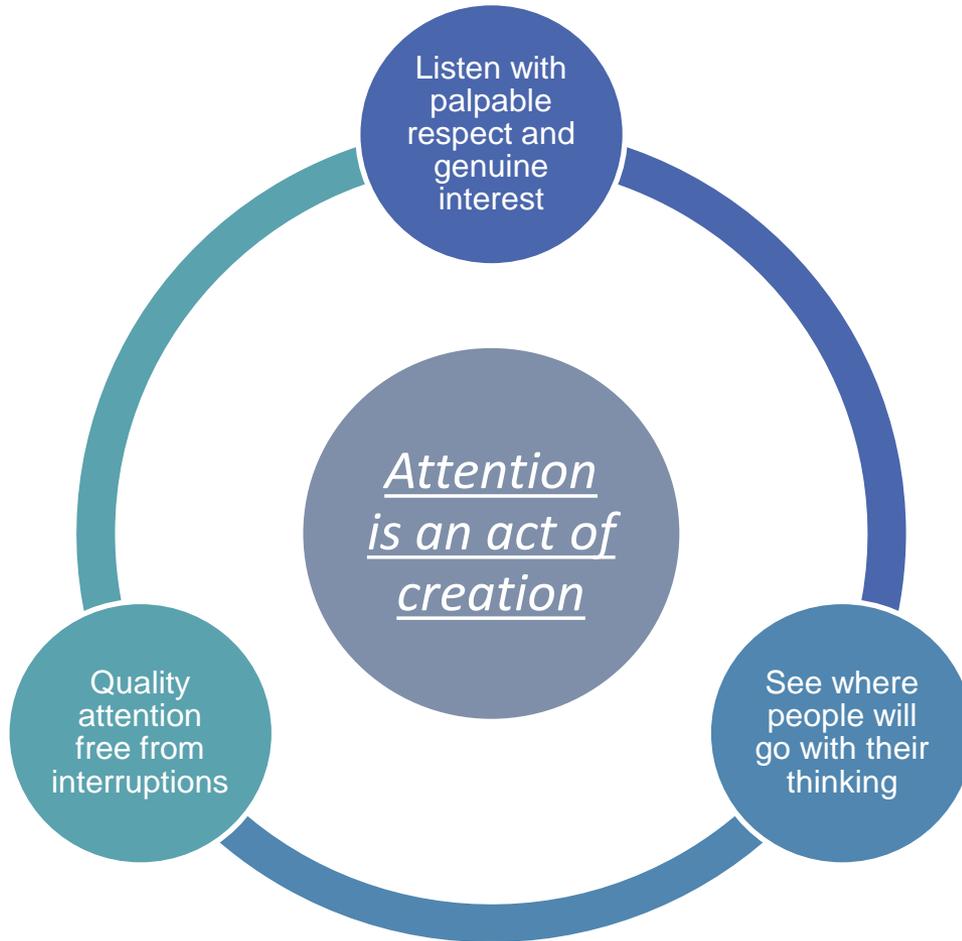
1. Attention

2. Equality

Everyone gets a turn to think out loud and a turn to give attention.

- To know you will get your turn to speak makes your attention more genuine and relaxed
- It also makes your speaking more succinct

Equality keeps a balance between confident and less confident speakers

- it encourages less confident speakers to contribute their own thinking
- The result is high quality ideas and decisions from a diversity of opinions.

Treat each other as thinking peers

- give equal turns and attention
- maintain boundaries and agreements

3. Ease
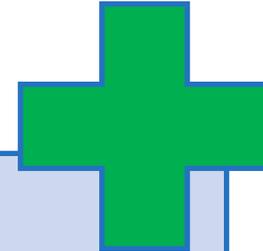
Urgency Destroys:

Urgency is our default and it is hard to feel you can slow down in our busy modern virtual/digital lives. Rushed and forced decisions often foster increased energy demand on the brain and less effective decisions. Pressure leads to inefficiency.

Ease Creates:

Ease requires disciplined practice to create an internal state free from rush and creates the best conditions for thinking. It requires investment but leads to more effective decision making and less pressure.

What would change?

Think of a meeting where rushed decisions were made. If you had implemented these three components into the meeting, what could be different?

Attention

Equality

Ease
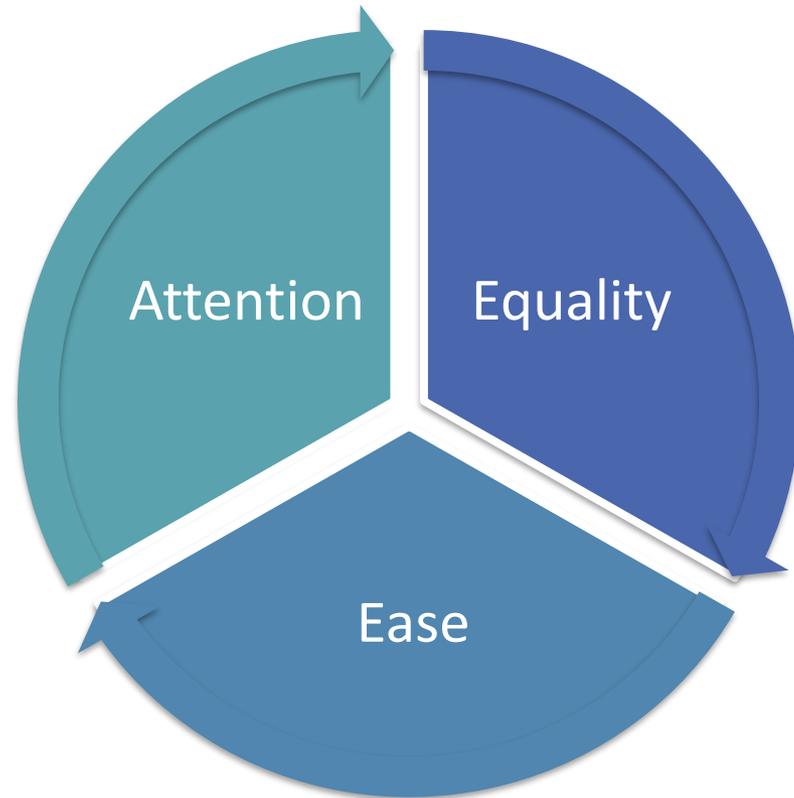
Rounds in a Thinking Environment

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Decide on a facilitator

Decide on a question

Decide the direction of travel and positions

A volunteer to begin

No one speaks again until the round is complete
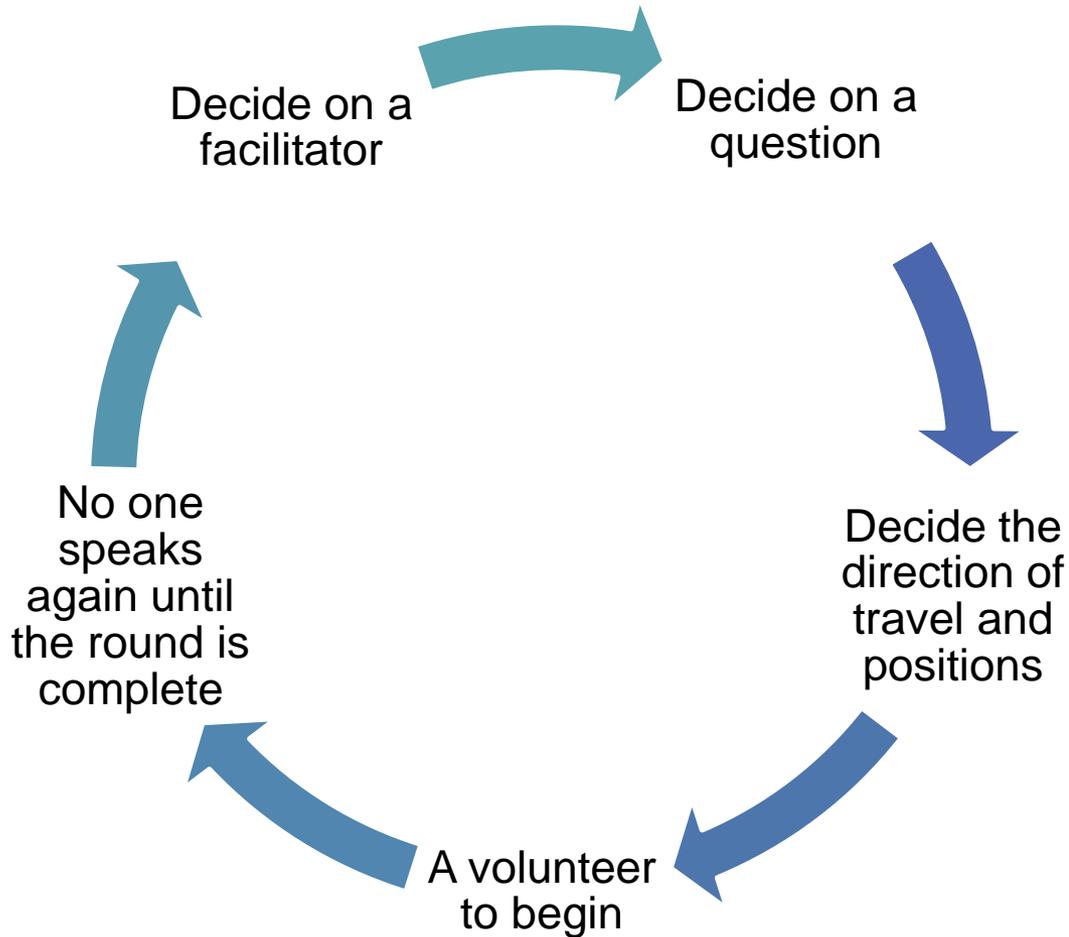
- Determine how long each person has to speak if time is limited

- Give permission for people to pass if they do not want to contribute

- You can go around the round as many times as you like to build on what you have heard

Time to practice a Thinking Round

Start with a positive opening round:
- Introduce self
- Describe one positive in your life right now

Question round:
- What is your idea of good leadership?

Decide on a facilitator → Decide on a question → Decide the direction of travel and positions → A volunteer to begin → No one speaks again until the round is complete →
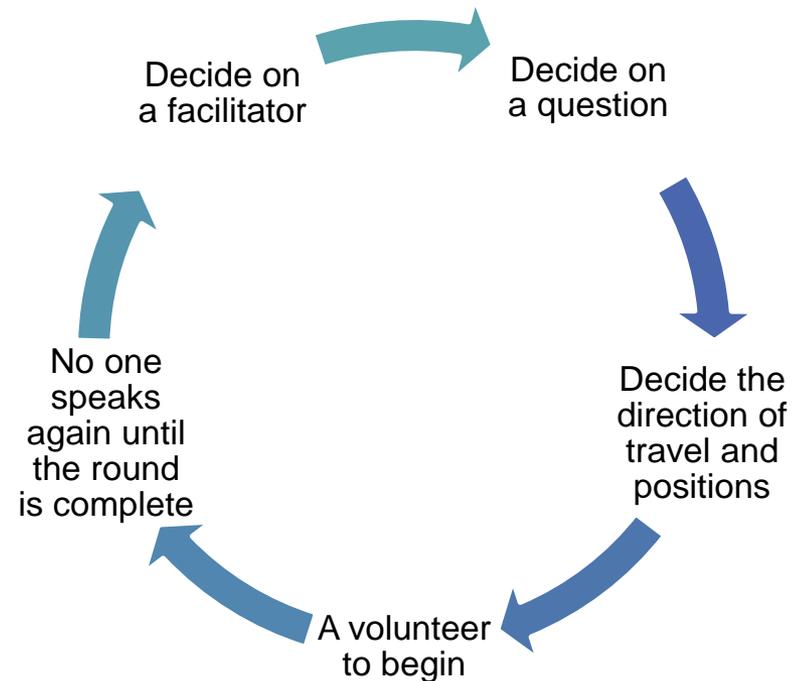
Feedback from Thinking Round

- How did that feel ?

- Can you think of an opportunity to introduce Thinking Rounds in your work?

Questions ?