



Reflections; Primary Care Network Clinical Directors Coaching Support

The context

In December 2021-October 2022, a programme of coaching sessions for Primary Care Network (PCN) Clinical Directors were commissioned with *We are Beyond.

The purpose of this programme was to support the delivery of the People Plan to have **more people, working differently in a compassionate and inclusive culture** and delivering the **People Promise**.

Additionally, it was to provide highly impactful, forward-focused, action-orientated, personalised support for the PCN Clinical Directors through coaching. This involved providing flexible one-to-one support to meet the needs of the individual, whilst also accelerating personal development in key areas required for effectiveness in their roles.

All 19 participating Clinical Directors' personal goals were collated into broad themes. The six most common areas that they chose to work on were:

- Managing myself more effectively and with confidence
- How I communicate and influence others
- Improving resilience (responding well to the pressures I'm facing)
- Achieving a better work life balance
- Managing relationships within the practice effectively and with confidence
- Leading and managing change

The Clinical Directors that took part in the programme each received four, 60-minute confidential coaching sessions.

Impact

As part of the programme evaluation, the 'We are Beyond Goal Tracker' was utilised to gather data. At the start of the coaching relationship, individuals were asked to identify their personal goals to work on during the sessions: these were captured in the tracker. Each participant was then asked to rank themselves on a scale of 1-10 against each goal, both prior to their first session and at the end of the fourth session.

Personal goal areas in which Clinical Directors reported the most positive progress:



100% increased ability in leading and managing change



87% would manage others/workload more effectively and with increased confidence



80% confirmed that they will be able to achieve a better work life balance as a result of their coaching sessions and improved resilience in this area

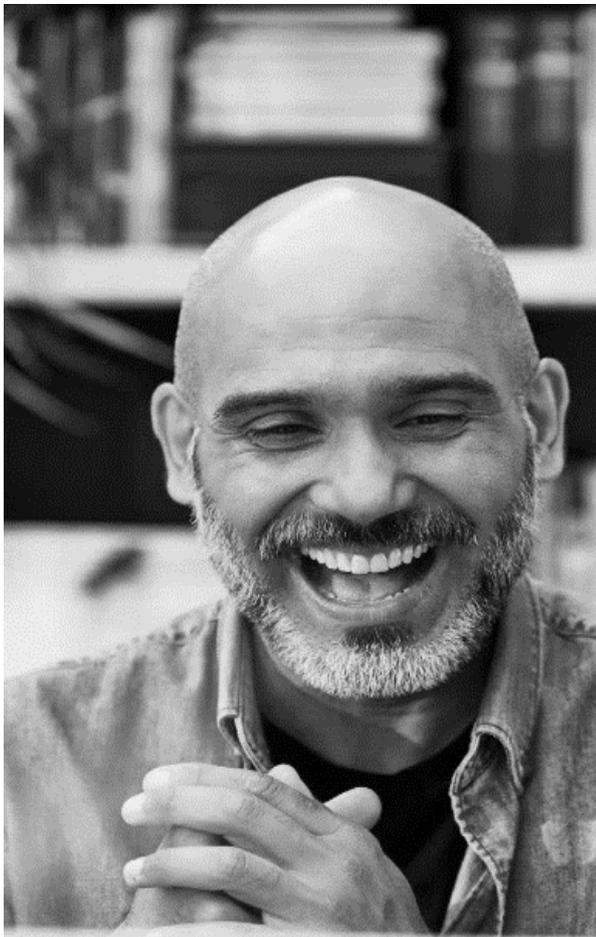


65% felt that they had improved communication and had a stronger ability to influence others as a result of their coaching sessions



60% felt that they have better understanding of their strengths and areas for personal development

Participants shared the following testimonies:



"it has enabled me to be resilient, provide some corrective space, think how I can change my behaviours"

"understand the need of team better"

"much greater understanding/confidence when working with teams outside of my own, improving outcomes for my service users"

"learning to think about the words I use. Reflect on decisions I have made and how I would do things"

"improved listening skills, coordination, delegation"

"helped me through a low patch. Advise on strategies to deal with stress"

"thoughtful and vital coaching for some big meetings"

"better work life balance, reduced clinical time, reviewing emails differently, delegating"

Summary of themes from participant feedback:

Themes aligned with the desired objectives of the sessions and included:



Having a better work and life balance



Understanding personal development needs as a leader



Having confidence in ability to engage and build consensus across the wider system



Being clearer about their roles as Clinical Director and what is expected in that role

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