



Reflections of the Primary Care Leadership Development Programme

The context

The Primary Care Leadership Development programme was developed to deepen and widen participants understanding about the changing context of care across Integrated Care System partners and gain an understanding of what that means for them, their teams and organisations/GP practices operating Primary Care services.

The programme was co-created in collaboration with commissioned providers *Altogether Better, to help primary care staff understand organisational changes and develop leadership skills.

The key objectives of the programme were to:

- Develop and enhance leadership skills and strategic thinking.
- Extend participants' understanding of how to engage others to deliver change.
- Understand the principles of systems change and how to apply these to local challenges.
- Enhance and develop participants' personal network of healthcare leaders and decision makers in PrimaryCare.

Between 2021 and 2023, we ran three cohorts of the programme with 91 participants. Continual improvement was built into the programme over this time frame, based upon participant feedback.

Topics covered were:

- **Understanding yourself and your impact;** providing participants with the opportunity to gain a deeper insight into themselves and their impact.
- **The changing context of care;** gaining a deeper understanding of the current context of care and what that means for participants' practice, their Primary Care Network, and the wider health system.
- **Understanding the changes that need to be made;** clarifying changes that need to be made, equipping participants with a deeper understanding of how to make change happen.
- **Skills for change;** build and develop the skills most needed to support individuals as leaders of change.
- **Collaborative Leadership and engaging your practice and the wider system;** build and develop resilience (both personal and organisational) and leadership skills. The programme supports participants to engage their practice and the wider system and equip them with insights to work collaboratively in their own practice/organisation.

Impact:



100% of participants agreed that the learning from this programme had helped them achieve their personal development objectives.



100% of participants agreed that learning from the programme was relevant to their role.



97% of participants agreed the programme supported their ability to confidently lead and influence.

Participants shared the following testimonies:



"It was good to talk in smaller groups as we found that our shared experiences were similar."

"I'll review my understanding of my leadership traits vis-a-vis MBTI. this will help me improve on my current position."

"Planning to use MBTI in our leadership group."

"I am certainly going to think about how management think about change and be prepared to challenge their processes."



"More of this please. Feeling inspired that we are on the right track ---accept that wicked problems must not be minimised to tame solutions."

"I will challenge imposed tamed solutions for wicked probs."

"I feel this course is vital for all those working in leadership positions in the NHS and attendance should be encouraged. It can be shared wider then please ensure it is available to all."

Summary of themes from participant feedback:

We used participant's reflections and feedback obtained throughout the programme to identify key themes to inform and improve the design and delivery of subsequent modules. In this way, participants could see how their feedback was applied and influenced the programme content to:

- respond to comments and suggestions
- better meet their self-identified needs.

These themes included:



Better understanding of own and others leadership styles



Developing a collaborative approach to leadership, systems thinking and principles of change



Being more effective in meetings and developing negotiation and feedback skills



Better understanding of data driven care

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