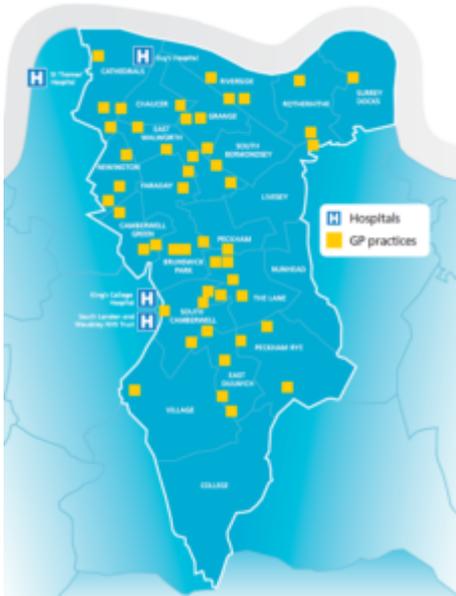


## Southwark and Lambeth CCGs



**A Primary Care Development Programme that ran from January 2014 to April 2016 designed to build capability to enable general practice across both boroughs to shape new ways of working and engage with wider system transformation.**

### What were the objectives?

The programme was designed to equip leaders to address some of the challenges facing primary care such as the prevalence of long-term conditions, service user demand and preferences and the reality of financial constrain, by enabling general practice to play a stronger role in integrated out-of-hospital service, more personalised care, and excellent patient experience through driving new models of working and wider system integration.

### The programme's main objectives were to:

- Shape new ways of working in primary care through the development of a group of emerging leaders and a shared vision for the future of primary care
- Engage with and shape wider system transformation in recognition that strong primary care will provide the foundations for integration and development of Local Care Networks.
- Increased capability and leadership within general practice to enable local providers to

respond to the agenda for change

- Enhanced peer support through the development of local leaders
- Movement towards a state of readiness for the implementation of new primary care models through which will deliver better patient outcomes on a population health basis.

## What did Healthskills do?

We worked in partnership with Lambeth and Southwark CCGs to address the immediate priorities of supporting local general practice leaders to understand the challenging primary care landscape, to facilitate groups of practices to develop locality groupings and to begin shaping the role of primary care providers within integrated service models.

In the first instance, we facilitated a series of diagnostic interviews and visioning summits workshops and once we had clarity of need and direction, we co-designed a series of developmental workshops, which covered topics such as: New models of primary care, understanding leadership style, creativity and innovation, influencing and personal impact, change management and building high performance teams.

Further development of leadership capacity and adoption of new behaviours was supported by action learning sets and one-to-one coaching. Later in the programme, to ensure momentum of change, we undertook a further needs analysis and offered additional workshops around workforce challenges, whole system leadership and building collaborative relationships. Focused organisational development support was provided to the Federations to help them further their strategy, role development and engagement with stakeholders.

## What is different as a result?

The results of this programme were evaluated as being substantial and multi-faceted. At an individual level, external stakeholders and programme participants indicated they had developed a confident and articulate voice for general practice, and displayed a wide range of behaviours evidencing leadership capabilities that had not existed previously.

Participants adopted active roles in Southwark and Lambeth Integrated Care (SLIC), Federation development and commissioning of healthcare delivery, taking command of difficult and complex situations and turning them around to produce target outcomes. They reported increased skills and knowledge of how to work in teams, negotiate, influence and collaborate with others and had a greater understanding of the healthcare economy outside the silos of general practice.

At an organisational level, there was a significant impact through the development of a

collective primary care voice and implementation of new models of care and working, particularly the formation of five Federations across Lambeth and Southwark and the delivery of Extended Primary Care Access Hubs. This gradual culture change in primary care was widely attributed to the role played by the Emerging Leaders group.

## What our participants said

18 months ago, if I walked into any of the 20 practices in my area, I would not have been able to talk to anyone. Now they know who I am and what I / we stand for and what the discussion will be about - I will be able to have a conversation with them.

PCD participant

My personal growth in skills and understanding of management, project design and evaluation, case for change, ways to lead, stakeholder and practice engagement has been huge.

PCD participant

The effect (of the PCD programme) on general practice and primary care was beyond expectations - it empowered them and gave them the understanding to lead change in primary care. Influence extended to wider and systemic change, well beyond primary care, for example with the LCNs.

External stakeholder