



The Confident Leader

Leadership skills for primary care networks and integrated care systems

The Confident Leader

The Confident Leader programme is designed for those with a leadership role in primary care networks and emerging integrated care systems. PCC's programme brings together groups of like-minded individuals in an environment to learn together and share experiences, supported by experienced executive coaches who provide context and with expert input on a number of relevant areas to the delegates.

This programme aims to give the knowledge and confidence to become a leader – or a better leader, equipping leaders with the knowledge and personal resources to push on to the next stage of the development and transformation journey.

PCC also offers bespoke confident leader programmes for local areas – for example across a CCG area, or for leaders working across an integrated care system or STP area. These programmes can include any of the modules included in this brochure and can be co-developed with the commissioner of the programme and the participants. Additional modules may be provided upon request.

For our national programmes we select nine modules that best fit the delegates who enrol on the programme, we can change these according to identified needs as the programme progresses.

How it works

The tailorable programme consists of nine half-day sessions over ten months, allowing time between sessions for reflection. Sessions include regular opportunities to discuss current issues and seek solutions. Each programme is tailored to meet the needs of the group with a selection of the sessions listed below. Every programme includes the initial session “the role of primary care” and a final session consolidation and review.

Each session combines expert input by experienced practitioners in their field with knowledge-giving, discussion and opportunities to work through scenarios and problems. A qualified coach leads the programme.

Sessions are supplemented with selected further reading allowing participants to increase their knowledge in their own time.

Learning groups are encouraged to keep in touch with each other between sessions and to maintain relationships after the programme has ended for peer support.

Each group has its own dedicated closed networking space on NHS Networks, enabling participants to virtually network between and after sessions and share information and resources.

The numbers on each programme is limited to maximise the learning potential of the sessions and it is recommended you attend all sessions to get the most from the programme.

Modules can include

1. The role of primary care

Objectives

To understand the opportunities and challenges in the health care environment including:

- The NHS Long Term Plan and drivers of change
- Developing the multi-disciplinary teams
- Primary care at the centre of systems of care (primary care networks, integrated care systems)
- Supporting primary care services to be sustainable for the future

Outcomes

Improved insights to:

- The role of primary care at the heart of community health and the wider system
- Potential levers of change
- The role of the leader in enabling change
- The importance of vision

2. Understanding people and leadership styles

Objectives

The session introduces Myers Briggs Type Indicator (MBTI) preferences and helps participants identify their best fit through exercises to:

- Understand emotional intelligence
- Consider different leadership styles
- Illustrate different MBTI preferences
- Consider differences between types
- The session includes discussion about how to use the strengths of your type and help participants to identify areas for development

Outcomes

At the end of the session you will understand:

- Your preference type, its implications for you and its impact on others
- How your preferences can be used to best advantage
- How MBTI preferences affect decision making and their impact on the management of conflict and change in your team or organisation
- Awareness of how best to provide information and work with different types
- Understanding of the roles needed in successful teams
- The different leadership styles
- The role of emotional intelligence and the difference between management and leadership

3. Population health

Objectives

This session will allow participants to explore:

- The meaning of population health
- The concept of value
- Design of systems of care delivered to the right patient by the right person at the right time in the right place
- The right care for the population and the individual
- How to maximise the patient experience

Outcomes

The session will give participants insight to improving population health and increase understanding of:

- Getting the right people to the right resources
- Getting the right outcomes for the right people with the least waste
- Doing the right things to protect resources for future generations (sustainability)
- Ensuring fairness and justice (equity)
- Supporting the whole population
- Creating population based integrated systems

4. Influencing, negotiating and meeting management

Objectives

In this session you will learn how to make the best of skills we possess naturally but rarely use to best effect.

- Understanding your sphere of influence
- Influencing techniques
- Using your influence to support negotiations
- Management of effective meetings

Outcomes

At the end of this session, you will:

- Understand influencing techniques
- Understand your influencing arena and how to create variables that allow you to develop the best outcome
- Appreciate how to make the most effective use of communication strategies and influencing skills to support negotiations
- Understand how to set up, chair or participate in meetings most effectively

5. Leading a successful organisation

Objectives

This session will allow participants to explore:

- The commercial reality of provider organisations
- The importance of getting the structure right if forming a provider company
- The importance of vision and a purpose for the organisation
- Considering business opportunities
- Working with other providers in networks
- Strengths and weaknesses of your organisation

Outcomes

The session will give participants insight to:

- Essential requirements for commercial viability
- Building a culture of profitability
- Leading a commercial organisation effectively

6. Legal considerations for provider organisations/primary care networks

Objectives

To understand the legal considerations for leaders of provider organisations and primary care networks. This session will be tailored to the delegates' requirements.

Outcomes

At the end of this session, participants will have knowledge of the business factors particular to healthcare providers:

- Why consider a legal entity
- Different models – super-practice, mergers, federations
- Forms – companies limited by guarantee, limited by shares, community interest companies
- Advantages, disadvantages and opportunities
- Delegates will consider and discuss opportunities for their own situation

7. Contracting for integrated care

Objectives

To provide an overview of contractual arrangements for integrated care including, if appropriate to the delegates, the integrated care provider (ICP) contract. Participants will learn more about:

- Contractual models that support contracting for integrated care
- Use of contracts to commission systems of care
- Implications for existing contractors
- Contractual models, including as appropriate to delegates, memorandums of understanding, alliance contracting, ICP contract

Outcomes

Participants will end the session with:

- Increased awareness of the opportunities to use the contract to deliver change
- Insight into the tools available to support transformation
- Appreciation of how to use the contract for more innovative commissioning
- Examples of how the contract will be used in practice
- Understanding of the implications for primary care

8. Commissioning for outcomes and value

Objectives

- To understand the concept of value
- Understanding outcomes
- Designing outcomes
- Use of a logic model approach

Outcomes

- Have greater insight to the potential to change how and what we provide by joint working across systems
- Understand of the potential role of primary care and general practice as system leaders
- Consider the role of the STP/ICS as a system enabler
- Understand principles of value and outcomes based models

9. Managing change and culture

Objectives

In this session we explore managing change using a number of different models. The change curve and peoples' feelings, why individuals resist change and how to support individuals through change are considered. The importance of organisational culture in successful change is focused upon through use of the cultural web.

Outcomes

At the end of the session, participants will:

- Understand change management models
- How to use change models to support local change
- Be aware of the likely feelings of individuals through a change process
- Be able to analyse culture and use elements of culture to support and embed change

10. Governance

Most primary care networks and provider organisations use some form of board to oversee executive functions and strategy, to monitor progress and manage risk. Leadership requires understanding of the function, roles and responsibilities of the board. To be effective, leaders must grasp the principles of corporate governance and support the board to evolve in the form most appropriate to the objectives and culture of the organisation.

Objectives

To understand the role of corporate governance, the role of the board, effective decision making and how to manage conflicts of interest.

Outcomes

At the end of the session, participants will understand:

- The leadership challenges for governance in primary care networks or primary care provider organisations
- Governance of primary care networks or provider organisations
- How the role of the board, members and executive teams need to evolve as the business grows
- Be aware of and consider how to manage conflicts of interest

11. Working with and developing your community

This session considers working with patients and the community, to support an asset based community development approach and how these can be developed to work alongside health care services, in particular to support social prescribing

Objectives

- To consider the role of community asset development
- The role of the primary care network in community development
- First steps in empowering local communities
- Care navigation and social prescribing.

Outcomes

At the end of the session participants will understand first steps to enable the development of assets in the community to make health care services more sustainable and to promote health of the local population.

12. The leader as a coach

Using coaching techniques in the workplace can support effective people management by increasing the motivation and confidence of individuals, maximising the potential of your team in a way that is more effective than training alone. This session explores the use of a coaching management style and coaching tools and techniques to develop others and includes the opportunity to practice feedback and using a coaching style.

Objectives

This session covers:

- The role of coaching/mentoring in the workplace
- Understanding different leadership styles and when to use them
- Coaching as a leadership style
- Coaching tools and techniques
- Opportunities to practice using coaching style
- Next steps for building and supporting effective teams.

Outcomes

At the end of the session you will:

- Be able to support team members using a coaching style
- Have tools and techniques to support people to develop themselves
- Have knowledge of the different leadership styles and when to use them
- Know how to support individuals to develop to maximise their potential and to develop their personal resilience.

13. Consolidation and review

The final session will include: review, continued application and development, how to continue working together.

The session is an opportunity to reflect and consider next steps:

- Review of learning and personal achievements
- Review of learning from each session
- Expansion on any session if required
- Sharing session to support future networking
- How participants wish to continue to work together
- Ongoing support from PCC
- Continued use of the virtual network.

This session will allow the group to:

- Share what they are proud of from their organisation and leadership journey
- Clarify any points from the programme
- Agree how they will continue to support each other
- Agree a timescale for meeting again
- Identify ongoing support needs

Alternative and additional sessions are available upon request.

Your programme leaders



Helen Ellis

Helen is head of the personal and team development programme. Helen is an executive coach, Myers Briggs practitioner and is a Belbin accredited trainer. Helen leads a number of PCC's programmes on change, personal resilience and leadership designed to get the best possible outcomes from people and situations. By giving leaders insights into the personal preferences of themselves and others she helps them to develop successful teams.



Helen Northall

Helen has extensive experience of supporting NHS organisations to improve through learning, understanding and collaboration. As chief executive of PCC, she has led the organisation from its roots as an NHS agency to independence as a successful social enterprise. A qualified executive coach and mentor and an experienced facilitator, Helen combines knowledge of primary care policy and practice with the skills needed to develop the potential of individuals and teams. Helen is a Belbin accredited trainer and Myers Briggs practitioner.



Barbara Dingley

Barbara has over 30 years' experience in the health sector and has extensive leadership and management knowledge, at a senior level. Her career has focussed on the primary care sector, which has resulted in her having a clear understanding of the challenges and opportunities facing the NHS. Barbara is passionate about developing individuals and teams using her executive coaching and mentoring and Belbin knowledge to stimulate confidence and personal development. Barbara is an ILM 7 qualified coach and is trained in MBTI.

About us

PCC has spent more than a decade at the forefront of primary care development, providing practical, expert support to general practice and the wider NHS.

An independent, not-for-profit organisation with roots in the NHS, we believe that primary care is the heart of the NHS and key to sustainability and transformation. We provide training and support to help solve pressing problems today and build longer term capability.

We run hundreds of events and workshops each year on different aspects of personal, team and organisational development. We also support national programmes – most recently the clinical pharmacists in general practice initiative, where we have helped hundreds of practices successfully to embed pharmacists in their teams.

Feedback

- “I thought the course as whole was most enjoyable. We have changed our approach to dealing with other organisations how we work internally within our federation working to our strengths and we have some good ideas still to take forward.”
- “Great speakers – both generally and with specifics – and a good network of attendees too.”
- “[I valued] having access to great expertise in an environment where it was okay to ask questions.”
- “I thoroughly enjoyed the whole development set, even sessions where I had previously covered the content. What made it so enjoyable was the opportunity to apply learning in my workplace and to learn from and share with the wider group's experiences. It was also a very nice small group and we gelled well together.”
- “Time out to reflect and share information. Great to feel you are not alone in the challenges in the NHS.”
- “I have become more confident within my role. I do lead more effectively. I approach meetings with clear agendas and can negotiate more effectively.”

Find out more

To talk to a member of our team about the Confident Leader programme, email enquiries@pcc-cic.org.uk with “Confident Leader” in the subject line.

Or call Helen Ellis on 07500 126 618.



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