



Primary care networks development support



December 2020

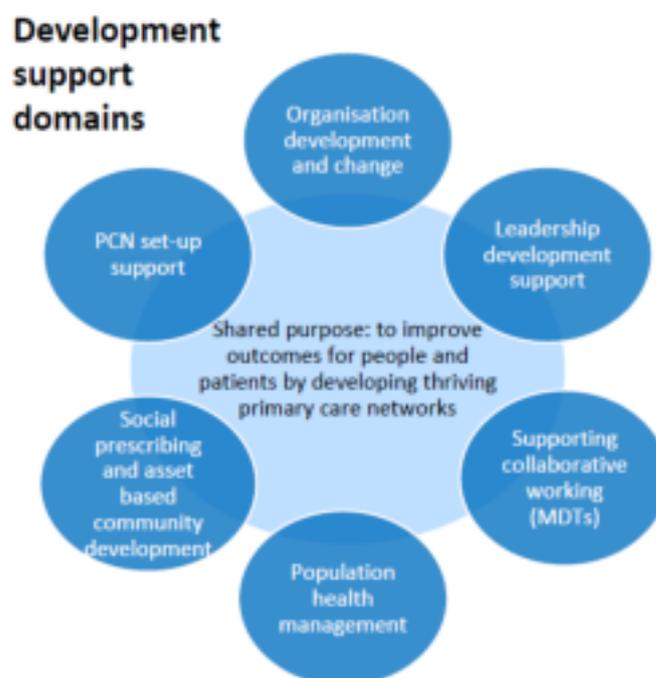
About us

PCC is an independent, not-for-profit social enterprise that supports the development of health and care services providing specialist advice with a focus on primary care events, flexible expert support and personal and team development services.

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.

We believe that primary care is the heart of the NHS and key to transformation and integration as laid out in the NHS Long Term Plan and the Network Contract Direct Enhanced Services (DES).

We are supporting the development of primary care networks (PCNs) nationally in all domains.



We recognise that each PCN is unique so, whilst we have linked the support to the NHS England domains, we listen to your needs.

Contact us via enquiries@pcc-cic.org.uk to discuss how we can help you.

Organisation development and change

Supporting the recruitment, embedding and retention of new staff

PCC has a programme of workshops designed to support PCNs to effectively utilise, integrate and embed the additional roles reimbursement scheme (ARRS) roles.

Our suite of workshops will help PCNs prepare for the arrival of new professionals into their practices by supporting existing practice staff to understand the opportunities the new roles present and how they can work with them to improve choice and extend personalised care for patients.

Newly appointed staff are introduced to the workings of general practice to help them settle into their new roles, especially useful for those joining the NHS, and enabled to become effective and resilient team players.

- **An introduction to working in primary care**

This workshop for newly appointed ARRS staff recognises that they may come into PCNs from a variety of backgrounds (both clinical and non-clinical) and from outside the NHS, such as the voluntary and community sector, local authorities and private providers.

The workshop will introduce delegates to working in general practice. It will provide an overview of the context for PCNs, outline the range of possible ARRS roles and explore how these roles fit within primary care and the wider health and social care agenda. The workshop will focus on the skills and capabilities to operate effectively across networks and work as part of an integrated multi-disciplinary team.

- **An introduction to the ARRS roles in general practice**

This workshop for existing practice support staff offers an overview of PCNs and how they link into the aims of the NHS Long Term Plan. It introduces the additional specialist roles in terms of what skills and expertise each role can offer into general practice, how they will reduce GP workload and increase patient choice.

Delegates are encouraged to take on a champion role to help welcome new professionals into general practice, to share information about the new roles with both colleagues and patients and to discuss how best to embed the new roles into their practice and PCN.

- **Making the best of the ARRS opportunity for your PCN**

This workshop explores how to promote collaboration and a shared understanding within PCNs and wider partners about the opportunities presented by the new specialist roles. It considers how to use critical strategic thinking processes to analyse the skill mix needed both now and in the future across your PCN to ensure equitable access to services for your patient population and enable effective cross-practice working.

Delegates will share learning from the Covid-19 pandemic to enhance integration of the new roles across practices and PCNs with community providers to broaden the membership and scope of their multi-disciplinary teams and provide more co-ordinated personalised care to patients.

All our standard ARRS workshops are currently being delivered as three hour online sessions and all can be tailored to meet your specific requirements.

Creating and maintaining change

Successful change agents are able to adapt to changing circumstances and to bring their teams with them. This requires sound judgement, decision-making skills in an uncertain environment, personal resilience and an ability to understand and support others at different stages of change.

We will equip you with tools to lead and manage change, as well as looking at how culture underpins our behaviour and can be a barrier to new ways of working. We encourage leaders at all levels to use reflective practice, identify what works, celebrate their teams' achievements and support them to embed effective change and make it sustainable.

Organisational development

We support practices and PCNs to focus on maximising the value gained from the organisation's resources, strategy, goals and core purpose with a planned, ongoing, systematic change that aims to embed continual improvement in the culture and working methods. By working with networks and reviewing the organisation, we will focus you to look at how you can work sustainably and get the most from your growing teams working in a collaborative way.

Our trainers will provide highly practical and specific help to build flourishing teams and develop a positive environment to succeed.

The ongoing Covid-19 situation has provided an opportunity to do just that with support being provided that will allow you to pause and reflect on what elements of enforced and accelerated changes you may wish to embed going forward.

Leadership development and support

Leading across systems needs people to build authentic relationships and listen to all colleagues and peers across the locality and network. A report by the Social Care Institute for Excellence on leadership in integrated care systems highlights the need to build and spend time maintaining good relationships with empathy and trust.

The move to PCNs and beyond means that leadership needs to shift from considering a single organisation to the integrated working of a whole system of collaborative care.

We offer leadership development training and longer programmes which are monthly over a period of several months (which can be agreed and co-designed with you) for Clinical Directors, leaders and managers within PCNs. Our courses and programmes are currently all delivered online via Zoom or Teams.

Participants will learn about the leadership shift and given the opportunity to discuss how best to implement this change, what their part in it will be, and improve skills and strategies to work successfully in newly formed or developed partnerships.

Our leadership development support enables participants to:

- Understand their leadership style
- Delegate more effectively
- Manage their teams more confidently
- Work more collaboratively
- Gain greater self-awareness and new perspectives in operating in an integrated delivery system
- Increase leadership capability and capacity for system and cross-organisation work to bring change and innovation

It provides new knowledge and skills, such as influencing skills theory, as well as practical support. It offers a space to practice, be coached, and develop skills to support their teams using a coaching approach for future sustainability.

We also offer a wide range of personal and team development training courses which support the further development of individual leadership skills as well as support for teams.

In addition, we can provide coaching and a critical friend service acting as a confidential sounding board to support leaders as they continue to develop in their roles.

Supporting collaborative working and multidisciplinary teams (MDTs)

PCNs will only work if they work with all partners. It is essential that time is taken to focus on this. We work with groups of practices to identify joint working options with other organisations and we can provide examples of what has worked elsewhere.

Covid-19 has accelerated collaboration between practices, PCNs and services in the wider community and we can support you to consolidate the gains from closer working and build on the relationships that have been created and strengthened in the face of adversity.

We will work with you to develop further opportunities for working differently with partners and patients to create:

- Joint models of personalised care
- Improved professional relationships
- Cohesive policies and procedures
- Sustainability through working at scale
- Opportunities for service development

These sessions are delivered as both local events and as bespoke PCN sessions.



Population health management

Understanding population health will allow your PCN to develop more personalised approaches to care and meet the needs of people in your neighbourhood. It will help you to work with partners to identify and tackle health inequalities, such as those experienced by people disproportionately disadvantaged by Covid-19.

What does population health look like at a PCN level?

In order to know more about how to address the health issues experienced by the people in your locality, PCC can help you to make best use of the information you already have access to and to use it to think about how you can best meet the needs of everyone in your neighbourhood.

We can help you to:

- Interpret and make sense of the data you receive from your integrated care system (ICS) or sustainability transformation partnership (STP)
- Bring this data together with your own intelligence sources to identify key groups in your PCN population with specific needs, such as those at risk of falls, people experiencing low level mental ill health or those with respiratory difficulties
- Find out what matters to your patients in terms of their health, wellbeing and the place in which they live

PCC offers workshops to build your understanding of your local population which pulls together existing intelligence, builds a profile of your PCN population and identifies the key issues and health inequalities to inform new ways of integrated working in primary care.

We offer workshops and training on reaching out to the people in your community to help you know more about the health issues that people experience on a day to day basis and how you can develop services to respond to their needs.

Workshops are PCN or Place/ICS or CCG specific.

Social prescribing and asset based community development

PCNs need to be proactive in understanding how they can provide a range of co-ordinated services that meet different needs in their neighbourhood. The practices in your network will be supporting people to make informed decisions about their own health and care. This will require strong relationships with voluntary and community sector organisations and community groups as part of your wider network.



<https://www.england.nhs.uk/personalisedcare/social-prescribing/>

Working to address population health issues and developing your PCNs work on social prescribing and community development will go hand in hand.

Population health management will help you to identify the predominant patient groups with long-term conditions such as diabetes, COPD, asthma, anxiety and low level depression. It will help you think about how you can work with partners from local communities, the voluntary sector and social care to provide non-medical support. The introduction of ARRS specialist professionals into the PCN provides an excellent opportunity and resource to support the development on integrated working in the community.

For example, identifying those most at risk of falling, could lead your PCN to signpost to community based programmes run by charities in the community. These programmes could include balance classes, home safety assessments, dance classes and low impact activity sessions.

Around a third of people who seek an appointment with their GP could be effectively signposted using care navigation either to another clinician in practice or the wider PCN, or to activities provided by either statutory or voluntary sector agencies.

Practices in your network will need to connect people to a wide range of statutory and voluntary sector services and community activities through social prescribing. Understanding and implementing proven asset based approaches to community development can help your PCN ensure everyone accesses the best services to support their health and wellbeing quickly, safely and effectively.

PCC can help your PCN get ahead by supporting you with:

- Understanding the role of your social prescribing link worker and how it fits with care navigation and active signposting across your PCN practices.
- Training GPs and clinical staff to be fully informed about the role they play in implementing these approaches in your PCN
- Training for social prescribers, health and wellbeing coaches and care coordinators
- Training for reception and other frontline staff on how to implement care navigation and social prescribing in your PCN
- Understanding asset based community development and co-production to help you build community partnerships
- Building a shared vision with your local voluntary and community organisations, local people and other public sector services
- Linking with existing volunteers in your area and how to create new opportunities for volunteering within the PCN
- Helping you to redesign and re-invigorate your patient group to make them champions of wellbeing both in the practice, in the network and in the community and creating a range of opportunities to involve local communities

PCC offer

- Practical approaches to involving communities in health and wellbeing. Helping you understand more about how to work with the communities in your neighbourhood.
- How to develop your patient group to be more inclusive and better represent your local population.
- Help your patient group to become health champions that support care navigation and signposting.

Local workshop packages can be designed to meet your needs for practical approaches to involving communities in health and wellbeing. The sessions introduce a range of ways that people can be involved, they explore how to build on existing capacity in communities and look at volunteering, accessing community resources and working with PPGs and health champions. The workshops can be commissioned from PCC either for a specific PCN or across a number of PCNs.

Specialist support for PCN social prescribing link workers to engage with their voluntary and community sector can be provided. This will be provided online and by phone, includes an initial diagnostic conversation and will result in an action plan to map your local community sector and identify gaps in provision.

SocialPrescriberPlus Programme

Our SocialPrescriberPlus Programme delivers practically focused training for social prescribing link workers, care coordinators and health coaches to help them deliver effective and efficient support to practices. This online training delivered via the Zoom meeting platform, runs across three half-day modules, with the first two modules taking place on successive days and the third module taking place after the social prescriber has gained experience in the role. The modules cover the role of the social prescriber in the PCN and practice, case management skills with the patient, followed by a session on reflective practice, active learning and peer supported networking.

At the end of the programme, delegates will be fully equipped with the professional knowledge, skills, expertise and confidence to make an immediate impact as a social prescriber or link worker in primary care.

Our team

Our team includes practice specialists, trainers, expert facilitators and coaches. In addition, we have an extensive network of associates with experience of practice management, business planning and strategic development.

We will always listen to the needs of the PCN and its member practices and offer support matching your needs. We aim to build your knowledge, skills and capability to improve the health of populations for the future.

Find out more

To talk to a member of our team about PCN support, email enquiries@pcc-cic.org.uk
Your local adviser will be in touch and listen to your needs to develop a bespoke support proposal.



Suite 1A, West One
114 Wellington Street
Leeds LS1 1BA

0113 212 4180

www.pcc-cic.org.uk