

Development Intervention	<i>Practice Managers Leadership Programme (Cohort 4)</i>
Sponsor/Lead	Anonymised

Date	01/04/2017	Author	Anonymised
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1. Executive Summary

This report provides an analysis of the effectiveness of the NHS North East Leadership Academy Practice Managers Programme held which aims to increase participant:

1. Knowledge of NHS Change and New Models of Care
2. Understanding of the Changing Role of Practice Manager
3. Application of Leadership and Management Skills
4. Understanding of Strategic Change
5. Confidence in Leading Business improvement
6. Application of Business Improvement Plan

The programme was successful in achieving these aims with increased Understanding of the desired future changes in primary care, how future change will affect the role and tasks of the practice manager and their team, leadership and management styles, and confidence in ability to contribute towards strategic change in primary care in 100% of participants. Moreover, increases in the confidence in developing business improvement and development plans occurred in 97.6% of participants.

The programme also had an impact at a practice level with the number of participants reporting that their practice has a business improvement and development plan in place increasing from 45% to 68% post-programme.

Having been well received and attended by participants and their sponsoring organisations, and having achieved good value for money at £590 per participant, it is recommended that the programme continues to be delivered.

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2. Introduction

It has been acknowledged in many sources that the role of the practice manager in primary care is pivotal if quality of care standards and improvement programmes such as new models care models, GP federations, NHS Vanguard Programmes and the ambitions set out in the Five Year Forward View are to be realised. For example:

‘The foundation of NHS care will remain list-based primary care’ (p.4 Five Year Forward View, NHS England, 2014). It is also widely known that over 80% of all healthcare interventions happen in primary care settings.

‘...in GP practices, the skills and experience of the practice manager make a big difference to the overall leadership of a practice – providing appropriate training and development for the practice manager is therefore integral to ensuring a practice is well-led’ (CQC State of care Report 15 October 2015).

In early 2016. Health Education England working across the North East (HEE NE) consulted with and gained information from representatives of the GP Practice Manager community and identified specific development requirements for this staff group. The practice manager community acknowledged the range of experience and scope within role which exists in the region and required a development programme to enhance understanding, knowledge, skills of leadership and management and to share good practice across the region. Through an MOU agreement, the NHS North East Leadership Academy commissioned and provided a four day Practice Manager development programme.

3. Method

To address this need a four day practice manager’s development programme was designed and awarded to Aspire Development Ltd through a competitive tendering exercise.

The programme took place over four days (1 day per month) and was delivered to a group of up to 25 delegates through a mix of input, interactive group work, and work-based application.

The programme aimed to develop participants skills and provide techniques to be successful in delivering business excellence in the context of primary care provision and commissioning, and to challenge existing ideas through exposure to new insights and different ways of thinking about self and your team.

Participants were introduced to a range of tools, techniques and skills to generate ideas and manage workplace challenges using real life, real time examples from the workplace. Participants were also provided with the opportunity to network and share good practice across the north east practice manager community. For full details of the programme structure please see appendix A.

The programme aimed to deliver the following objectives:

7. Knowledge of NHS Change and New Models of Care
8. Understanding of the Changing Role of Practice Manager
9. Application of Leadership and Management Skills
10. Understanding of Strategic Change
11. Confidence in Leading Business improvement
12. Application of Business Improvement Plan

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There was also the option to pursue an accreditation as part of the programme. Delegates could apply for an endorsement at ILM Level 5 or obtain an individual ILM Level 5 award in Leadership and Management by completing two assignments based on the content of the programme. In this cohort 8 out of 21 delegates applied to undertake the ILM Level 5 award in Leadership and Management.

4. Findings and Discussion

The theory of change for this intervention was:

Participants will increase their awareness of/competency in:

- primary care strategy
- practice management skills
- leadership style and areas for development

through exposure to the latest thinking in leadership, management and primary care strategy. This will result in an increased ability to implement strategic change, to manage the behaviors of themselves and others, and to increase the quality of experience of themselves, their team and patients.

In general the programme was oversubscribed with 160 applications for 100 places. For cohort 4, 26 applications were received for 25 places, however three people withdrew their applications due to illness and two withdrew due to an inability to attend all dates (1 before and 1 during the programme). This represents a missed opportunity to fill all places on the programme and represents a loss of £2949.46 of NHS funding. The cohort was run with 21 participants who attended all dates.

Delegates attended from 6 CCG localities and were all employed by practices and in the role of practice manager, with the exception of one delegate employed by a provider trust in the role of Business Relationship Manager.

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Pre-programme findings

Participants were surveyed two weeks before the programme and asked to rate their

- understanding of the desired future changes in primary care provision and commissioning
- understanding of how future change will affect the role and tasks of the practice manager and their team
- understanding of their leadership and management style, strengths and areas of development
- confidence in their ability to contribute towards strategic change in primary care
- confidence in developing a business improvement and development plan

The 22 out of participants completed the pre-programme questionnaire which found that the majority of participants had 'some; understanding of the changes needed within primary care (68%) and how this would affect the role of the practice manager and their team (68%), Participants reported a greater understanding of their leadership and management style with 55% reporting a good understanding and 40% reporting 'some' understanding. Levels of confidence in ability to contribute towards strategic change were lower with 66% either not at all or somewhat confident, as was the confidence to develop business and improvement plans (63%).

In terms of practice development, over half of participants reported that their practice did not have a business improvement and development plan (54%).

Post-programme findings

At the close of day 4, this survey was repeated and an increase in understanding and confidence in ability was found across all indicators:

Indicator	Pre/Post	Limited	Some	Good	Comprehensive
1.Understanding of the desired future changes in primary care provision and commissioning	Pre	2	15	4	1
	Post	0	1	16	2
2. Understanding of how future change will affect the role and tasks of the practice manager and their team	Pre	4	15	3	0
	Post	0	1	14	4
3.Understanding of your leadership and management style, strengths & areas for development	Pre	1	8	11	0
	Post	0	1	6	13

Indicator	Pre/Post	Not at all	Somewhat	Moderately	Very
4.Confidence in ability to contribute towards strategic change in primary care	Pre	8	6	7	0
	Post	0	1	5	13
5.Confidence in developing business improvement and development plans	Pre	4	10	7	1
	Post	3		12	4

The above data suggests that all participants have increased their understanding and confidence with the exception of indicator 5 where 3 participants appear to have maintained or decreased their level of confidence in developing a business plan. No qualitative data was available to identify why this is and it is recommended that an opportunity is created to explore this with delegates.

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Moreover, the number of participants reporting that their practice has a business improvement and development plan in place increased from 45% to 68% post-programme. This suggests that those who did grow in confidence have been able to use this to achieve practical outcomes.

Some delegates found the venue to be cold and draining due to one particular room having no windows. One delegate remarked that the programme could be improved through more group work and interaction.

Impact

Participants were asked to complete an impact survey 2 months after completion of the programme to explore if learning from the programme had been sustainable and translated into benefits for them, their team and organisation.

8 participants completed the survey and all but one said that the learning from the programme had enabled them to make a positive difference in their role, with the remaining participant stating that they did not know.

Participants were then asked a range of open questions regarding the difference the programme had made. Responses included:

Leadership and Management Skills

'The programme gave me many helpful tips on how to manage staff and the style of leadership useful for keeping things in a positive light'

'I am more aware of my management style and other peoples'

'The toolkit provided has helped me to look at business improvement in a more efficient way and ways of including all staff results in an easier transition when looking at change.'

Improvement and Change Management

'Using the knowledge from the Leadership course we are developing a more open approach to sharing our plans with staff and using the toolkits provided we hope that the changes we need to make to improve our services to patients will be met without too much friction within the organisation. The plan is still in its infancy but the helpful advice from the course has made our business look at how we go about this in a more productive way.'

Confidence and Peer Support

'My confidence that I am doing a good job has been the biggest impact. Surrounding myself with peers that have the same concerns and issues on a daily basis has given me great insight. The support has been invaluable.'

System Leadership

'I see working collaboratively as a positive thing...I feel more connected to local changes...I understand the workings of CCGs in other areas... Understanding developments across the north east.'

Other benefits identified through the survey included making significant cost savings, improved time management, improved business planning, and improved coping mechanisms in times of stress.

Participant satisfaction

On the final day of the programme participants were also surveyed on a number of satisfaction indicators and 100% delegates agreed that:

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- The administration of the programme was satisfactory
- The Venue/Catering was adequate
- The objectives of the event were met
- The Facilitator(s) was knowledgeable
- The style of the facilitator(s) was engaging
- The facilitator(s) was supportive & inclusive
- They would recommend the programme to a colleague

1 delegate disagreed that the venue was adequate due to difficulties travelling to the centre of Newcastle.

Overall, qualitative feedback from delegates was overwhelmingly positive; *'Well delivered and interesting... very relaxed and enjoyable course. Thank you. Full of useful information... thanks for giving me the confidence to grow in my role.'*

In terms of further development required, delegates suggested further opportunities to access peer networking and support, further cohorts of the programme to enable colleagues to undertake development, and ongoing CPD and support in an ever-changing environment.

Accreditation

8 out of 21 participants chose to undertake the optional ILM Level 5 certificate in Leadership and Management.

Provider feedback

Following the completion of the fourth cohort, Aspire, the programme provider gave some general feedback from all four cohorts, highlighting the following areas of development:

- The programme had to appeal to a broad church of new and experienced Practice Managers, and at times this had an impact on the quality of group discussions – some experienced PM's found this frustrating.
- A number of Practice Managers are already part of a Federation, and so their knowledge of the different Models of Care was better than we had first assumed, therefore we changed this session after the second Cohort.
- Some of the sticking points for Practice Managers were relational, and would have benefited from having a handful of representatives from the CCG's present on the programme (as delegates) to work through areas of common interest in a more inclusive and cohesive way.

On the whole, the programme was found to have been beneficial to participants, with impact reported at an individual and organisational level.

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5. Costings

Staff Time	Third Party costs (commissioned provider/external speakers)	Venue related (Accommodation, room hire AV support. Catering)	Materials	No. of Participants	TOTAL COST
Co-ordination and recruitment to programme	£622.5			25	
Admin support 9hrs @ AfC B3: £126	Telephone coaching support				
Programme Co-ordination 10hrs @ AfC B5: £173.4	£10711.2 Delivery of 4 x 1 day workshops - including preparation, materials, admin, programme evaluation & travel				
£299.4	£11,333.7	£3114.2	£0 included in third party costs	£589.90 per participant	£14747.3

Comments on Costings:

In future it is proposed that the programme is delivered at our new training facility, Palatine House, which will deliver circa £2k cost savings in per cohort, approx.. £509 per participant

6. Recommendations and Lessons Learned

Based on the findings and discussion above, there are several recommendations for future cohorts and evaluation:

- At £589.90 per participant the programme represents good value for money in comparison to similar paid-for development programmes. The programme appears to have had a positive impact for participants and their practices in the majority of areas it sought to address. It is recommended that this method of delivery is continued in future.
- Feedback from the programme provider suggested that a tiered programme approach would be beneficial to address the variation in the levels of experience and roles/responsibilities of participants, For example three levels of programme – strategic practice managers working at federation/super practice level, experienced practice managers, and new or aspiring practice managers. It is recommended that this is explored further with participants as part of the design of any future cohorts.
- Two participants withdrew shortly before the programme commenced at it is recommended that a 'stand-by' list of participants with commitment to attend is established.
- While participant feedback showed an impact at individual and organizational level, in future this could be strengthened by line manager/sponsor involvement in the evaluation process to gain further insight into the impact of the programme.
- It was reported in the post-programme questionnaire that 3 participants did not feel at all confident in in developing business and improvement plans; it is recommended that this is further explored to understand why confidence had not increased.

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- While overall take up rates of the ILM Level 5 accreditation were high, only 8 out of 22 applicants in this cohort chose to take up the accreditation and it is recommended that take up and completion rates are explored further with the programme participants and provider.
- Finally, as there is now an alumni of 100 participants for the Practice Managers programme, it is recommended that conversations take place between the academy and past participants to identify any ongoing support or CPD needs.

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EVIDENCE GATHERING PRO FORMA

APPENDIX:
EVIDENCE
FOUND

Before

During

After

Individual

26 existing practice managers were successful in the applications process from practices covered by:

- Newcastle Gateshead CCG
- Darlington CCG
- Hartlepool and Stockton CCG
- North Tyneside CCG
- Northumberland CCG
- South Tyneside CCG
- Sunderland CCG
- Northumbria Healthcare NHS Foundation Trust

Applicants were nominated through NELA application process and sponsored by GP Partner, with clear benefits to individual/team/practice identified as part of application..

21 of the 26 applicants completed the programme with 3 participants withdrawing due to ill health and 2 participants unable to make all dates.

22 participants completed the pre-programme questionnaire (appendix B)
All participants attended all 4 days with the exception of 1 delegate who did not attend days 3 and 4.

19 delegates completed the post-programme evaluation at the end of day 4 which showed an increase in participants that reported good or comprehensive understanding of:

- the desired future changes in primary care provision and commissioning (22% pre prog / 94% post prog)
- of how future change will affect the role and tasks of the practice manager and their team (13% pre / 94% post)
- their leadership and management style, strengths & areas for development (55% pre / 95% post)

and an increase in participants that reported they were moderately or very confident in

- their ability to contribute towards strategic change in primary care (33% pre / 94% post)
- in developing business improvement and development plans for their practice (36% pre / 84% post)

68% of participants reported that their practice had a business improvement and development plan versus 45% pre programme.

100% delegates agreed:

- The administration of the programme was satisfactory
- The Venue/Catering was adequate
- The objectives of the event were met

Eight delegates completed the post-programme impact questionnaire 1 month after the programme end which found 88% of participants agreed that the learning from the programme enabled them to make a positive difference within their role.
Participants also reported:

- Improved leadership and management style resulting in more positive relationships and attitude, a more open approach to change, tools to deal with difficult conversations, increased awareness of self and others, and increased confidence in role
- Improved ability to undertake business improvement and development enabling smooth staff transitions during change, clearer aims and vision, increased confidence in making improvements and deployment of tools to aim decision making and planning
- Creation and development of improvement plans led to a more open and transparent approach to change, more cohesive plans with involvement of the whole team, more empowered staff, and the streamlining of services

Other impact included increased confidence and insight through peer support, improved time management and effectiveness in role, increased understanding of CCGs and local change agenda, increased willingness to collaborate cross-organisationally, making cost savings, and more structured ways of working.
Delegates requested continued peers support and networking opportunities, more development courses to be offered to colleagues, and support to

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	<ul style="list-style-type: none"> • The Facilitator(s) was knowledgeable • The style of the facilitator(s) was engaging • The facilitator(s) was supportive & inclusive • They would recommend the programme to a colleague <p>1 delegate disagreed that the venue was adequate due to travel difficulties</p>	<p>work in an ever changing environment.8 participants chose to undertake the optional ILM Level 5 certificate in Leadership and Management and are progressing assignments. Further longitudinal evaluation activity to be undertaken Q3 2017</p>	
Organisational	<p>Identification of appropriate participants Sponsorship and release of participants</p>	<p>Provides opportunities for participants to practice new skills (Employer)</p>	
Provider	<p>Programme responds to needs identified by Health Education England, working across the North East.</p>	<p>Collect informal and formal evaluation information throughout the programme</p>	<p>Case studies Testimonials from participants, employers and other stakeholders are made about the effectiveness of the programme. Participants are tracked and progress identified and captured within 2 years of the programme</p>

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Appendix A – Programme Structure

GP Practice Managers

4-Day Leadership Development Programme

“The skills and experience of the practice manager make a big difference to the overall leadership of a practice – providing appropriate training and development for the practice manager is therefore integral to ensuring a practice is well-led.”

Welcome to the Leadership Development Programme for GP Practice Managers. This Programme will help you to develop a range of skills and techniques to be successful in delivering business excellence in the context of the rapidly changing environment of primary care provision and commissioning. Taking part in the programme will expose you to new insights and different ways of thinking, about yourself and your team. You will be introduced to a range of tools, techniques and skills to generate ideas and manage workplace challenges in direct relation to your own current working examples. You will also have the valuable opportunity to network and share good practice.

The Programme will be thought-provoking, insightful and challenging, giving you the space to consider the effectiveness of your leadership style and the impact and influence you have upon team members, stakeholders, patients and partners. There will also be the opportunity to shape the strategy for your practice and to integrate plans to manage people, processes, marketing and performance.

Programme Overview – 4 One-day Modules

Module 1 – ‘The Directional Journey of GP Practice Management’.	Overview - This workshop looks at what is changing in primary healthcare, why it is changing, and how GP Practices can respond to those changes to get the best outcomes for patients and the practice. Participants will: <ul style="list-style-type: none">• Understand the desired future changes in primary care provision and commissioning• Consider how future change will affect the role and tasks of the practice manager and their team
Module 2 – Managing Relationships and Influencing	Overview - This workshop looks at people leadership, how to get the best out of others, including working with and influencing stakeholder groups. Participants will: <ul style="list-style-type: none">• Use analytical tools and techniques to understand current leadership and management styles, strengths and areas for improvements
Module 3 – Managing and Developing the Practice	Overview – This workshop looks at the operational running and delivery of the GP Practice; key policies, practices and frameworks to manage primary care provision in a modern NHS. Participants will: <ul style="list-style-type: none">• Understand the key policies and frameworks to manage primary care provision
Module 4 – Managing and Leading Change in Your Practice	Overview - This workshop looks at the subject of change management and focuses on how the Practice Manager leads change in their environment. Participants will: <ul style="list-style-type: none">• Develop and share a business improvement & development plan.• Network and share good practice.

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Programme Logistics

Dates: **The 4 modules will take place on:**

1. Thursday 19 January 2017
2. Thursday 09 February 2017
3. Thursday 02 March 2017
4. Thursday 23 March 2017

Venue: The Programme will be held at Newcastle United Football Club, St James' Park, Newcastle Upon Tyne Tyne and Wear, NE1 4ST

<https://www.google.co.uk/maps>

Timings: Each day will start at **09:30** and finish at **16:30**.

Refreshments: Lunch is provided and light refreshments (coffees, biscuits, etc.) are available throughout the day.

Dress Code: Smart/Casual - please wear what you feel comfortable in.

Programme Facilitators

Anonymised

Pre-course work

As part of your preparation for this event, please bring with you any information you have that has a relevance to the aims, goals and strategic plan of your Practice.

Optional ILM (Institute of Leadership and Management) Level 3 or Level 5 Award

By completing the Programme you will receive a certificate for Continuous Professional Development. In addition there is to be an option for the Programme to be linked to an ILM Level 3 or 5 Award in Leadership and Management. More details will follow regarding this option.

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Module Overview & Outcomes	Key Content
<p>Module 1 – ‘The Directional Journey of GP Practice Management’. Overview - This workshop looks at what is changing in primary healthcare, why it’s changing, and how GP Practices can respond to those changes to get the best outcomes for patients and the practice.</p> <p>Participants will:-</p> <ul style="list-style-type: none"> • Understand the desired future changes in primary care provision and commissioning. • Consider how future change will affect the role and tasks of the practice manager and staff. 	<ul style="list-style-type: none"> • Introductions and Programme set-up. • Analysis and Review of the Drivers of Change Systemic Thinking and New Models of Care • GP Practice S.L.O.T Analysis • Creating your Vision – where do you want/need your GP Surgery to be by 2017? • Strategic Planning – introducing a planning model that focuses on:- <ul style="list-style-type: none"> • People – the skills and capability of the workforce. • Processes – the key working practices in the business. • Marketing – how the business positions and markets itself in its environment • Performance – the KPI’s, Outcomes and Measures in the business. • Module summary and action planning. • Post module work – to shape and develop a vision for the future, and apply the strategy model to it.
<p>Module 2 – Managing Relationships and Influencing Stakeholders. Overview - This workshop looks at people leadership, how to get the best out of others, including working with and influencing stakeholder groups.</p> <p>Participants will:-</p>	<ul style="list-style-type: none"> • Connections and review from module 1 • Management and leadership, what’s the difference? • Leadership model – Situational Leadership/Kouse and Posner. • Practice Management Leadership – what type of leader do you need to be? • Analysis of personal leadership skills and style. • Stakeholder Management – who are your key stakeholders and what do you want and need from each other? • Commissioners
Module 2 Overview & Outcomes	Key Content
<p>Use analytical tools and techniques to understand current leadership and management styles, strengths and areas for improvements.</p>	<ul style="list-style-type: none"> • Regulators • GP/Partners and Staff • Patients • Other agencies • Local Authorities • Influencing stakeholders – developing a communications plan for stakeholders. • Behavioural styles – understanding what’s important to people, and how they like to be communicated with. • Module summary and action planning. • Post module Work – to consider your personal leadership style, and to identify a stakeholder who you can develop or improve communications with.

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<p>Module 3 – Managing and Developing the Practice</p> <p>Overview – This workshop looks at the operational running and delivery of the GP Practice; key policies, practices and frameworks to manage primary care provision in a modern NHS.</p> <p>Participants will:-</p> <ul style="list-style-type: none"> • Understand the key policies and frameworks to manage primary care provision. 	<ul style="list-style-type: none"> • Connections and review from module 2 • Focus on People and HR • What do you need your people to be good at? • How do you manage performance? • Interpreting and using HR Policies • Focus on Finance • Simplifying finance – Jargon and terminology • Key financial indicators and measures • Measurement by metrics - your Financial dashboard • Developing a Business Case • Developing Operational Excellence (Peer Group Work) • Best practice – Managing Estates, and Legal Advice. • Where to go to find more information? • Module summary and action planning. • Post Module Work – to review the key messages from the programme and identify something in your GP Practice that you want to improve or change. This could be anything from changing a process, improving a service, increasing income, or reducing costs.
<p>Module 4 – Managing and Leading Change in Your Practice</p> <p>Overview - This workshop looks at the subject of change management and focuses on how the Practice Manager leads change in their environment.</p> <p><small>Evaluation Framework vF1.2 (2016) Copyright © Leadership Development Partners of the NHS Leadership Academy Permission granted to reproduce for personal and educational use only. Commercial copying, hiring, lending is prohibited</small></p>	<ul style="list-style-type: none"> • Connections and review from module 3 • The principles of change management • Introduce the GP Practice Business Management Toolkit (a toolkit of management models that takes the leader through a journey of change using the AIM model):- • Assess - a range of tools to assess what needs to change, the impact of change, and why the change is needed • Improve - a range of tools to identify ways to improve the process or service, including how to
<p>[Type here]</p> <p><small>Evaluation Framework vF1.2 (2016) Copyright © Leadership Development Partners of the NHS Leadership Academy Permission granted to reproduce for personal and educational use only. Commercial copying, hiring, lending is prohibited</small></p>	

Module Overview & Outcomes	Key Content
<p>Participants will:-</p> <ul style="list-style-type: none"> <input type="checkbox"/> Develop and share a business improvement & development plan. <input type="checkbox"/> Network and share good practice. 	<ul style="list-style-type: none"> • generate ideas and creative solutions, as well as project planning and cost benefit. • Maintain - a range of tools to maintain and evaluate the change, including communication and stakeholder plans, and benchmarking. • Peer group work – managing a change process in the business. • Leading the emotional impact of change. • Programme review and personal development. • Close and summary

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PROGRAMME – OVERVIEW & SCHEMATIC

North East Leadership Academy

WORKSHOP

Module 1
Directional
Journey of GP
Practice
Management

- OBJECTIVES**
- To look at the drivers of change and different models of healthcare.
 - To create a vision and strategic plan for the next 12 months.

Module 2
Managing
Relationships
& Influencing
Stakeholders

- To enhance your people leadership skills, and to develop strategies to manage and influence key stakeholders.

Module 3
Managing &
Developing the
Practice

- To review how you run your GP Practice, and to explore tools and management best practices to help you adjust your sails.

Module 4
Managing &
Leading
Change in your
Practice

- To look at change in the workplace and develop the skills to turn a vision or strategy to life.
- To find solutions to common primary care issues and develop a project plan of action.

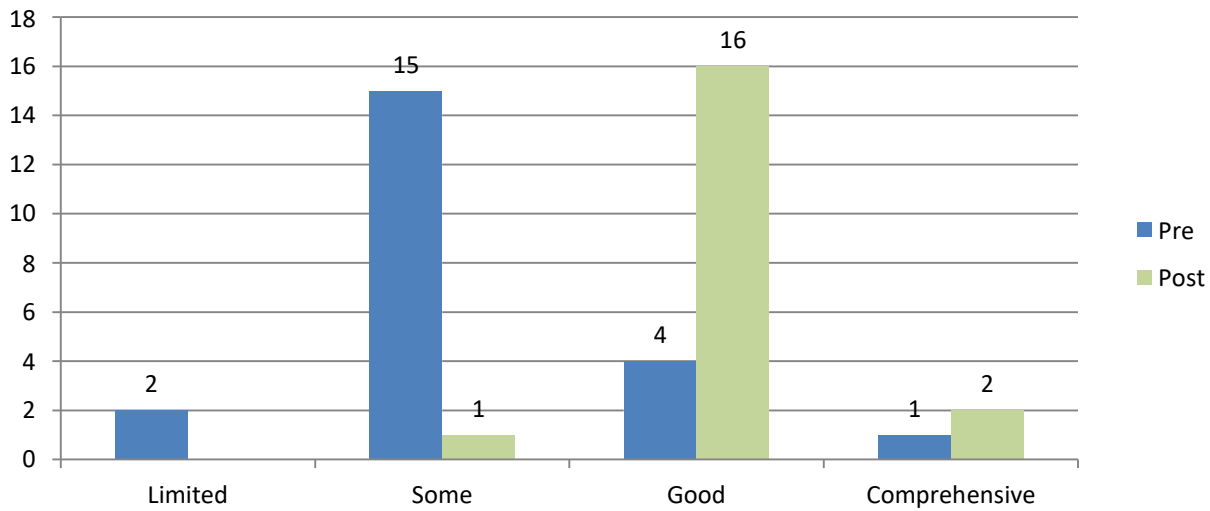
Coaching Support

Peer Support Groups (Optional)
ILM Endorsed or Level 5 Qualification (Optional)
Personal C.P.D. Certificate

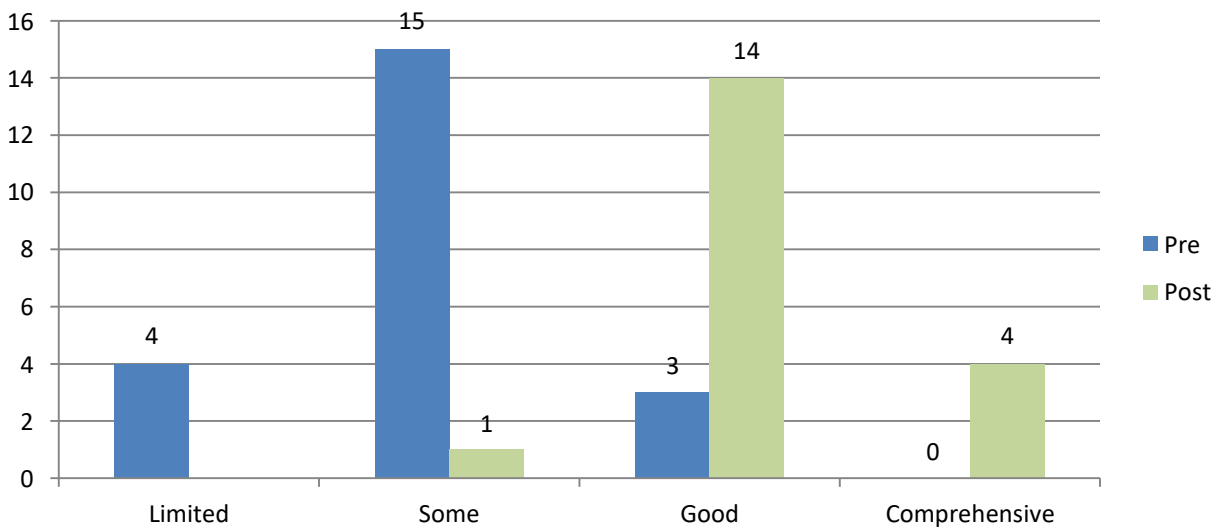
Delivered in
partnership with:
NHS Leadership
Academy

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Q1. What is your level of understanding of the desired future changes in primary care provision and commissioning?

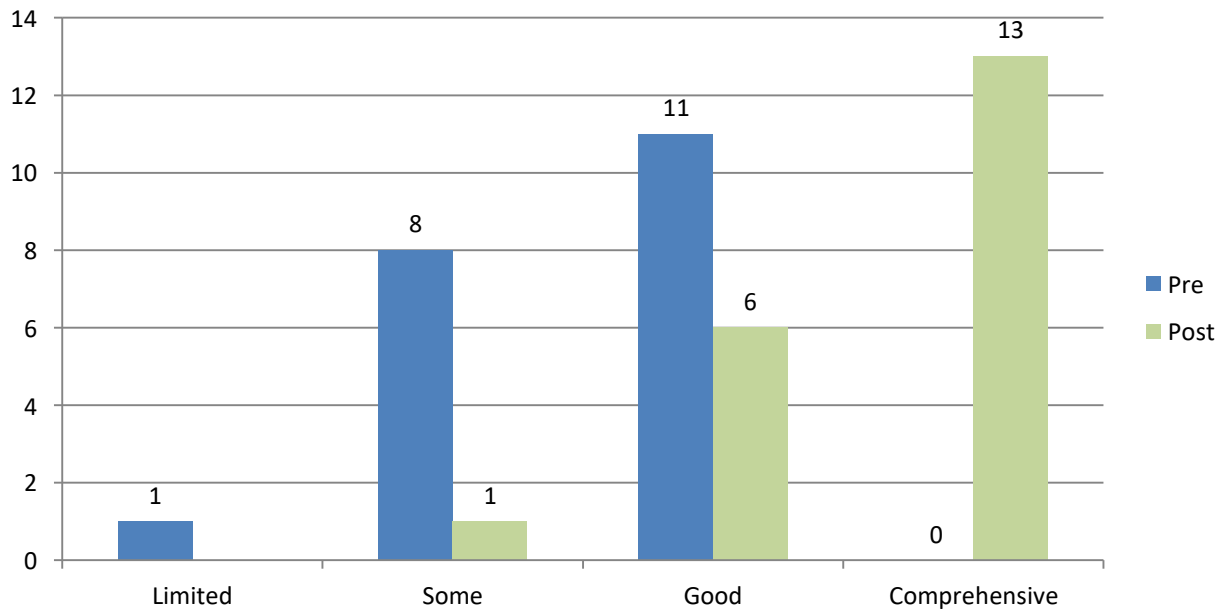


Q2. What is your level of understanding of how future change will affect the role and tasks of the practice manager and their team?

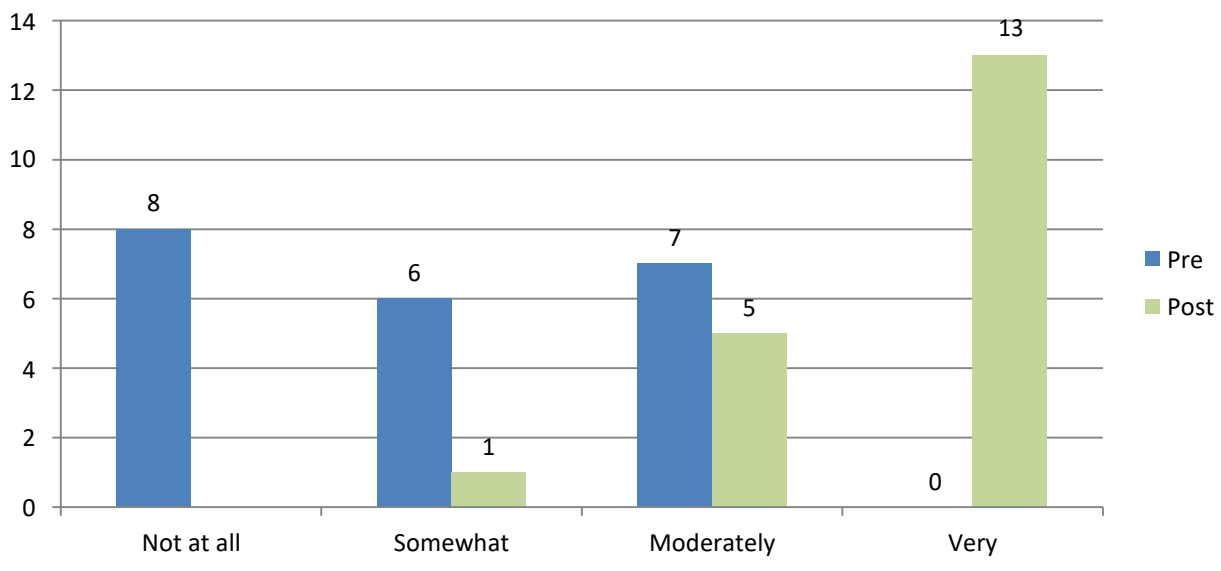


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Q3. What is your level of understanding of your leadership and management style, strengths & areas for development?

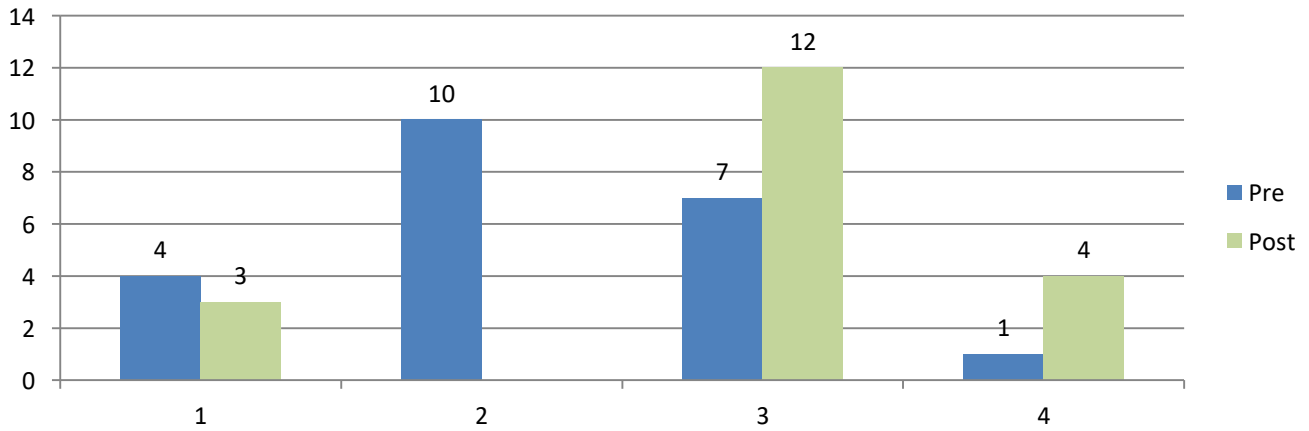


Q4. How confident do you feel in your ability to contribute towards strategic change in primary care?

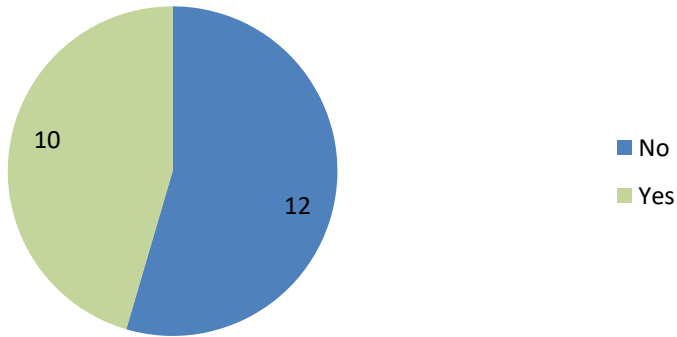


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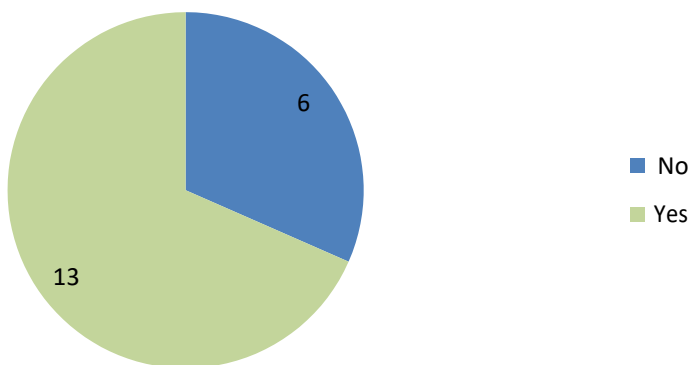
Q5. How confident are you in developing business improvement and development plans for your practice?



Q6. Do you currently have a business improvement and development plan for your practice? (Pre)



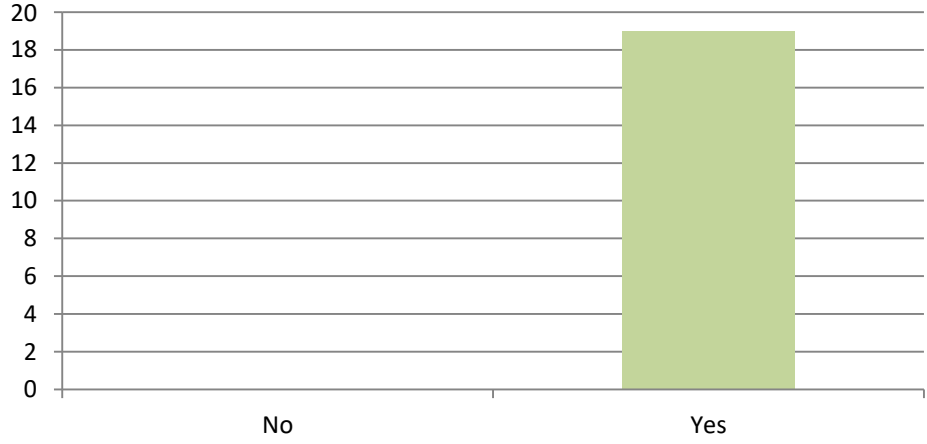
Q6. Do you currently have a business improvement and development plan for your practice? (Post)



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Q7. Has the programme increased your opportunity to network and share good practice with your peers?



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Appendix C – Day 4 Evaluation

	Strongly Agree	Agree	Disagree
The administration of the programme was satisfactory	17	2	
The Venue/Catering was adequate	9	9	1
The objectives of the event were met	14	5	
The Facilitator(s) was knowledgeable	15	4	
The style of the facilitator(s) was engaging	16	3	
The facilitator(s) was supportive & inclusive	16	3	
I would recommend the programme to a colleague	16	3	

Could we do anything to improve this programme?

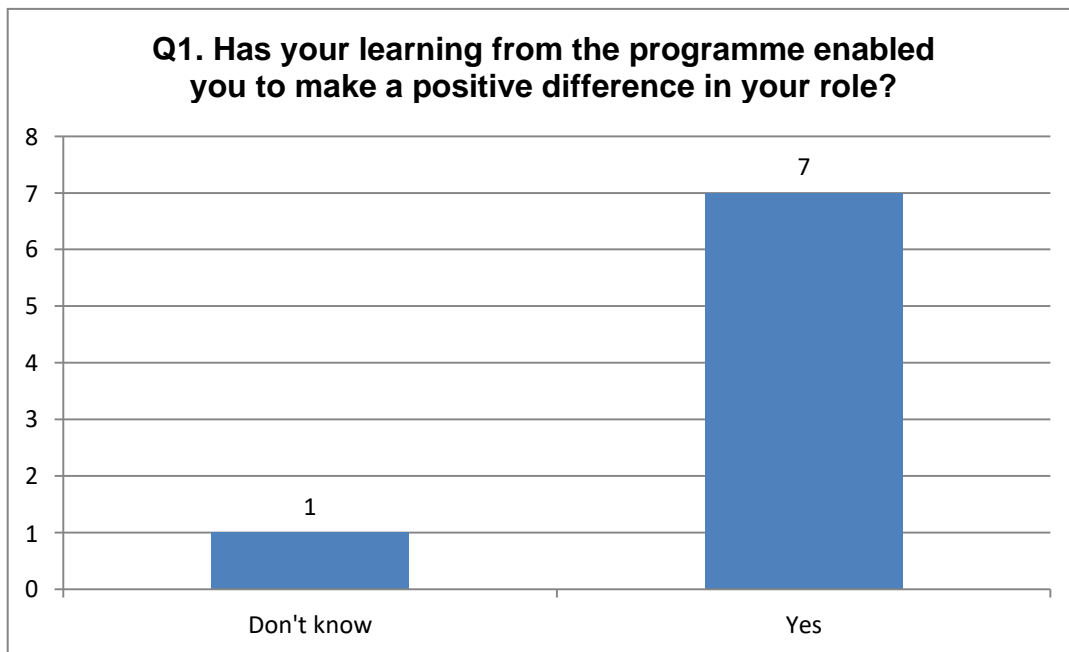
- Venue was cold.
- Need windows in venue.
- City centre venue difficult to get to - perhaps outskirts venue would be better.
- Working in group was very productive so more of this would be useful.
- Free qualification - paid by CCG or HENE Practice.

Any further comments or ideas:

- Well delivered and interesting.
- Very relaxed and enjoyable course. Thank you. Full of useful information.
- Programme was great thank you.
- Very enjoyable, informative confidence building.
- Thanks for giving me the confidence to grow in my role.
- Interesting insight into staff management and how to get the best out of situations.

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Appendix D - Post-Programme Impact Questionnaire



Q2. What difference has the programme made to your leadership and management style?

- The programme gave me many helpful tips on how to manage staff and the style of leadership useful for keeping things in a positive light.
- A more open approach to issues
- None really
- Gained more confidence in my ability to take on all parts of the job.
- Helped develop a more positive attitude towards the many recent changes
- Given me some coping tools to deal with difficult situations
- More aware of my management style and other people's
- Gave me confidence in my abilities, enabled me to learn new skills to do my job, excellent networking and problem sharing with other managers

Q3. What difference did the programme make of your ability to undertake/ lead business improvement and development?

- The toolkit provided has helped me look at business improvement in a more efficient way and ways of including all staff results in an easier transition when looking at change.
- The need for clear direction, what do I actually want to achieve as a goal
- None really
- It made a big difference in confidence in my ability, and making decisions about future improvements.
- Provided me with tools and templates to aid decision making
- Gave me more confidence
- Provided business planning tools to use in day to day work
- Helped me to understand development and how other practice were planning to deal with them - problem sharing, system sharing.

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Q4. What impact has your business improvement and development plan made?

- Using the knowledge from the Leadership course we are developing a more open approach to sharing our plans with staff and using the toolkits provided we hope that the changes we need to make to improve our services to patients will be met without too much friction within the organisation. The plan is still in its infancy but the helpful advice from the course has made our business look at how we go about this in a more productive way.
- A more cohesive plan with more interaction from the whole team
- None really
- n/a
- A little early to tell but I feel it has been easier to empower staff
- Streamlining services
- I have used several of the tools in day to day work to provide more structure
- Has allowed me to look at different ways I can approach situations, helped me to understand how I manage, keeping me up to date on issues affecting the region

Q5. What was the biggest impact from the programme to you/your practice/the system?

- My confidence that I am doing a good job has been the biggest impact. Surrounding myself with peers that have the same concerns and issues on a daily basis has given me great insight. The support has been invaluable.
- For me, time management and effectiveness
- Unsure
- Understanding the workings of CCGs in other areas as their importance differs in all areas.
- More reflection and as a result I feel more connected to possible changes locally.
- Seeing working more collaboratively as a positive thing.
- Significant cost savings
- Provided more structure to business planning
- contacts with other managers in the area - able to call on them when there is a problem or just for advice. confidence in my ability, coping technique for times of stress. understanding developments across the north east - sharing good ideas.

Q6. What future support do you envisage needing to continue/ consolidate your leadership journey?

- Continued support from colleagues and partners is key in any journey and I would hope that this course has put me on the right path. I found this course to be one of the most insightful training courses I have been on and the toolkits and helpful tips will be used in all my future endeavours. Thank you for providing this excellent event.
- N/A
- None - I feel that this training is really something that should be offered to new/less experienced Practice Managers. After 30 years in post I have undertaken a lot of similar training so did not really find that this helped me to change any of my working practices.
- Ideally I would have liked to carry on with another course, however due to work constraints I can't afford the time away from surgery.
- I would find similar courses useful
- The ability to work in an ever changing environment
- As we are a big Practice it would be beneficial if all our managers had the opportunity to attend the course.
- I believe we need more of events where managers can network and support each other in this increasingly stressful and changing environment.

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Provider's Summary (over four cohorts)

What Went Well	Lessons Learnt
<p>Overwhelmingly the Programme has worked and delivered much of what it was designed to. Delegates enjoyed working on common issues and benefitted from sharing experiences</p>	<p>The programme had to appeal to a broad church of new and experienced Practice Managers, and at times this had an impact on the quality of group discussions – some experienced PM's found this frustrating.</p>
<p>The Programme has provided all Practice Managers with a good benchmark of leadership knowledge and change management – a standardised gateway of being a 'Practice Manager'.</p>	<p>A number of Practice Managers are already part of a Federation, and so their knowledge of the different Models of Care was better than we had first assumed, therefore we changed this session after the second Cohort.</p>
<p>The ILM qualification allows us to carry out a detailed Level 3 and 4 evaluation of Programme as project assignments are submitted. The ILM take- up rate is very good.</p>	<p>Some of the sticking points for Practice Managers were relational, and would have benefited from having a handful of representatives from the CCG's present on the programme (as delegates) to work through areas of common interest in a more inclusive and cohesive way.</p>
<p>Delegates have enjoyed the practical and realistic nature of the people management content of the Programme.</p>	

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