



**Greater Manchester
Primary Care Provider Board**
The partnership of primary care providers

Progressing PCNs

The Greater Manchester PCN development offer for senior leaders

Part of Greater Manchester
Integrated Care Partnership



**Primary Care
Network**
NHS Confederation



PROGRESSING PCNs

The GM PCN leadership development offer



We know that a strong primary care system is the foundation of a strong healthcare eco-system. We also know that the conditions to progress the PCN model for care into 2024 and beyond, need to be consciously created.



The leadership insight, vision and approach taken by PCN clinical directors and managers is key in fostering future thinking and inclusive cultures needed to deliver, in our challenging primary care context.



PROGRESSING PCNs an applied development programme running over 5 months designed to help you build on your current leadership strengths and practically refine them as your GM primary care network leadership role evolves.



Delivered in partnership with the [NHS Confederation](#) this programme provide you with the space, process and peer network to think about your PCN leadership with fresh eyes, and actively plan for how you will lead and evolve your PCN into 2024 and beyond.

PROGRESSING PCNs

Overview



Who is this programme for?

This programme has been designed for PCN clinical directors (with an expected tenure of 6 months+) or a clinician identified as their potential successor, plus the PCN manager (or equivalent) or senior clinical leader who is in a position where they can influence and implement change within their PCN/neighbourhood level. It is intended that 2 participants per PCN will attend.

What will the programme feel like?

The programme is designed to be an applied development programme for the senior leaders of GM PCNs and consists of four face to face sessions with embedded action learning sets, and four short online sessions. It will support and challenge leaders to explore issues such as the purpose and opportunities for PCN senior leaders. Real life learning and our case study approach will focus on the 'how' not the 'what' of leadership experiences.

We will take a 'leaders teaching leaders' approach – i.e. there will be strong emphasis on learning from each other and highly experienced PCN leaders to support innovation and practical PCN leadership development.



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Participant Outcomes

We will be working together as a GM leadership cohort to collectively develop and apply new approaches to PCN leadership.

By participating in this programme, you as a GM PCN leader will:



1

Develop and refine your skills in strategic primary care network leadership.

2

Understand and explore your personal transformational leadership strengths, development areas & impact within your PCN.

3

Develop critical thinking skills about leadership and the psychology of change and collaboration

4

Understand how to explore the PCN network team context from multiple perspectives, to enable strategic decision making.

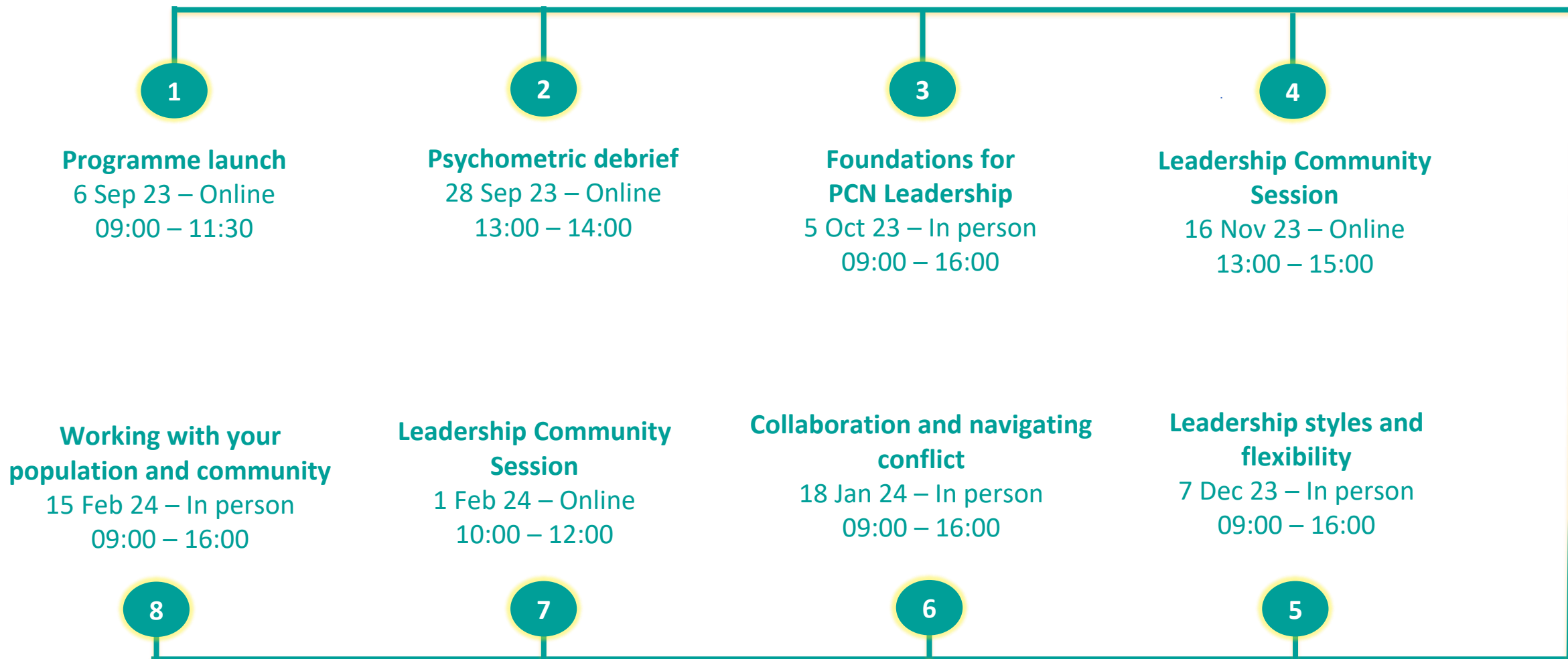
5

Share learning and innovative practice with participants and within your PCN level.

6

Develop your connection with an active PCN leadership community, across all GM locations.

PROGRESSING PCNs Programme timeline



PROGRESSING PCNs

Supporting insight tools

Our perceptions and the way that we think about PCNs and therefore the role of us as leaders shapes and affects how we are as PCN leaders. We know that our past experiences, our relationships and our personality preferences affect our leadership style in addition to what we think 'good leadership' looks like.

This programme is intended to help us all explore why we approach PCN leadership in the way that we do, and gain insights into our perceptions, impact and self-awareness. We will do this by using the following in the programme:



THE WELL-LED PCN

Hogan™ personality profile

A self-assessment personality preference questionnaire producing the following reports:

- Hogan Personality Inventory (HPI - bright side)
- Hogan Development Survey (HDS - dark side) or
- Motives, Values, Preferences Inventory (MVPI)

Well-led leadership 360

A development 360 review based on feedback for PCN senior leaders, providing:

- A report will cover your work profile, confidential to you, incl your PCN's signature strengths + challenges.
- Comments from contributors
- Links to recommended development exercises based on your report.

Well-led PCN team analysis

An anonymous team survey that provides your PCN:

- A detailed PCN analytic of your team's signature strengths and challenges.
- A list of team development needs pinpointed by you all.
- Links to recommended exercises
- Comments from contributors

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Participant requirements



1

ROLE AND BACKGROUND

This programme invites

- This programme has been designed for PCN clinical directors (with an expected tenure of 6 months+) or a clinician identified as their potential successor, plus the PCN manager (or equivalent) or a senior clinical leader who is in a position where they can influence and implement change within their PCN/neighbourhood level
- It is intended that 2 participants per PCN will attend

2

ATTITUDE AND MINDSET

The participant must have:

- An active interest in developing their PCN's impact and developing its strategy
- An openness to explore and challenge their and others' ways of thinking
- Open to exploring how their leadership impacts the shape and culture of the PCN
- Willingness to try out new approaches during the course of the programme

3

PARTICIPATION APPROACH

The participant must be:

- Willing to contribute to group discussion, Q&A and support leaders in their development
- Open to sharing learning with management teams / wider PCN back at work
- Committed to attend at all sessions planned
- Willing to participate in an evaluation process

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High-level overview of sessions



Workshops	Focus
Launch	A short session to support you to get set up on the programme, meet the faculty and each other and form your action learning sets.
Psychometric debrief	Hogan profile overview and leadership development planning.
Foundations for PCN leadership	<ul style="list-style-type: none">• Exploring the purpose of PCN leadership• Building a collaborative vision for your PCN• Developing inclusive PCN team dynamics
Leadership styles	<ul style="list-style-type: none">• Authentic leadership, the 'how' of leadership and leadership styles• Your Hogan profile: analysis and impact• Understanding your leadership behaviours: strengths and areas for growth (Leadership 360)
Leadership community session x2	Opportunity for discussion and reflection. These will be co-designed with the group and shaped by themes that have arisen over the course of the programme.
Collaboration and navigating conflict	<ul style="list-style-type: none">• Conditions for PCN collaboration - across networks and organisational boundaries• Exploring how to work with the drivers that lead to conflict within PCNs• Your Well-Led PCN Review: PCN development needs analysis and setting priorities
Working with your community and population	A co-created opportunity to explore what works when developing positive partnerships with your local community, wider public sectors agencies and the VCSE. Likely to explore examples of leading innovation within population health and personalised approach to care.

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Logistics and application

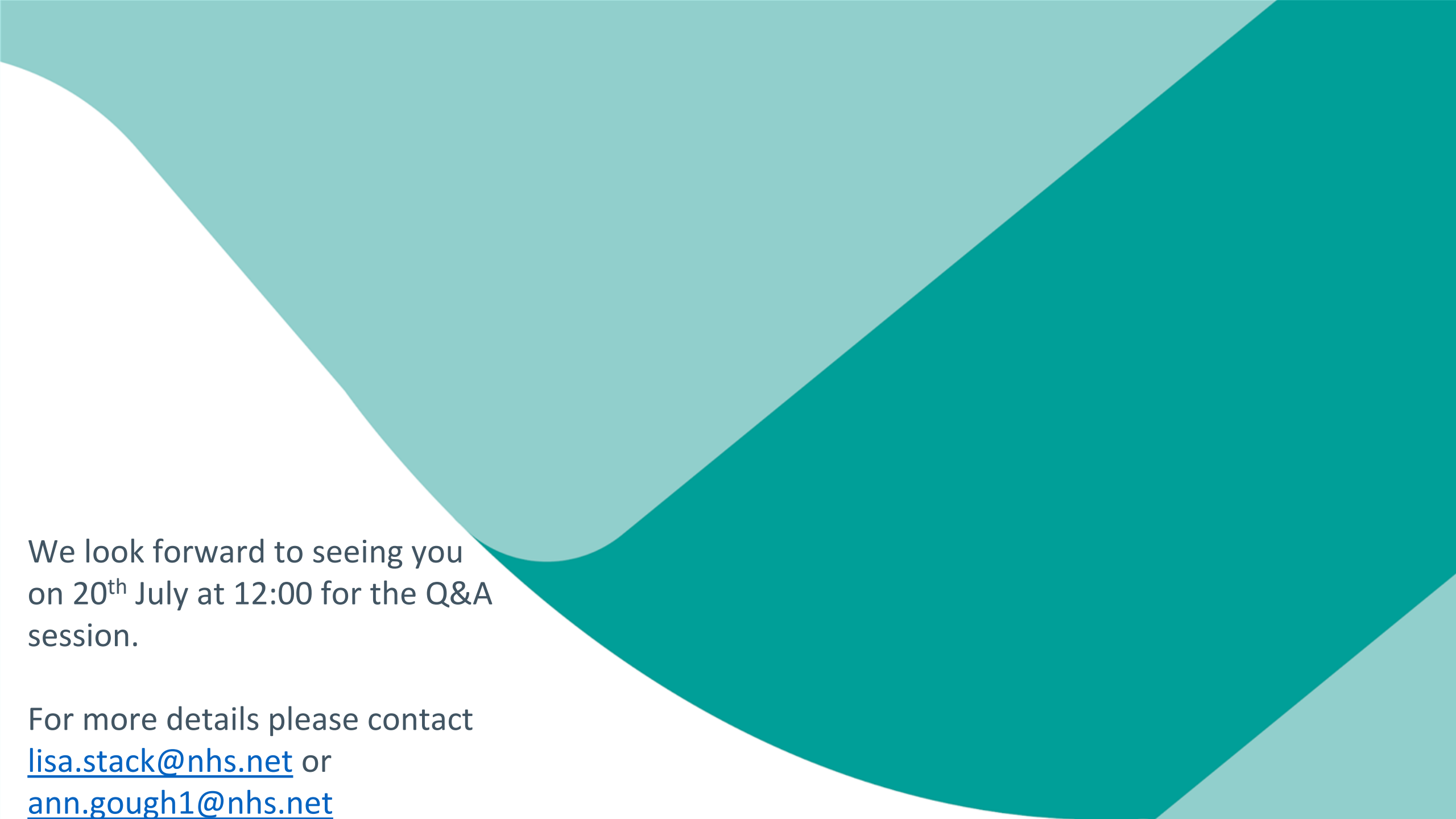


How will the programme be delivered?

PCN PROGRESSION will launch September 2023 and complete in mid-February 2024. Four (full day) face to face workshops will be hosted at [The Studio - Manchester](#) and four shorter sessions (max 2 hours) online.

How do we as a PCN apply?

- **PCN CDs to hold conversation with the other leader they are nominating and discuss:**
 - What are the key PCN leadership opportunities and challenges that you as a PCN leadership team are focusing on?
 - Is there a subject area that you would like the programme to include (i.e. team leadership)?
 - Do we meet the participant requirements?
- **You have the option to attend the programme Q+A session on 20th July at 12:00-13:00.**
- **By 31st July (however very welcome before) - Send your PCN's short application and direct any questions to Ann Gough at ann.gough1@nhs.net.** Application form will be sent out with this slide deck.



We look forward to seeing you
on 20th July at 12:00 for the Q&A
session.

For more details please contact
lisa.stack@nhs.net or
ann.gough1@nhs.net