

CCG resource pack – Practice manager development

Local plans for practice manager development are being led by NHS England regional and local teams. This information is intended to support CCGs in their role as collaborators supporting planning and delivery of practice manager development initiatives.

1 Background

- 1.1 Practice managers (PMs) have a key role in maintaining quality and redesigning care for the future. Yet they are also one of the most neglected parts of the workforce, receiving relatively little formal training or ongoing development. Many practice managers report feeling overburdened and isolated, and the most efficient ways of working are often slow to spread between practices.
- 1.2 A blend of national and local work was undertaken, addressing the priorities expressed as part of NHS England's engagement and piloting during 2016/17. This involved learning from practices involved in the GP Access Fund, liaising with national networks including the Practice Management Network and Practice Index, holding a series of engagement events and running a nationwide survey. The responses, from with over 1,600 respondents, highlighted the following needs:
 - a) to connect with and learn from other practice managers (66% of PMs did not regularly connect with others on issues of day-to-day running of the practice)
 - b) to be supported to develop a personal development plan for the future (80% did not have an up to date plan)
 - c) to develop more advanced management skills required for creating and running at-scale services (95% of PMs described development needs relating to running a different kind of organisation in the future)
- 1.3 In 2016/17 and 2017/18 the General Practice Forward View's practice manager development programme supported a range of activities to support the sharing of best practice and the development of managers' ability to lead increasingly complex teams and services. This included:
 - a) eLearning. New freely available modules addressing issues of leading the team, managing and improving oneself, and handling difficult conversations. To date, over 900 managers have used these resources, with 96% giving a 5 star rating.
 - b) Events and videos. A series of free workshops has been held, and videos produced which share inspiration and practical advice on running a successful practice. The events were attended by over 480 managers in 2017/18, and the Practice Index videos were viewed over 1,000 times in the first three months.
 - c) Networking. In addition to facilitated networking at NHS England's own national workshops, we have funded the creation of an online networking forum in every CCG area in the country, hosted by the Practice Management Network.
 - d) Appraisals. Support has been provided to develop a scalable approach to training appraisers so that PMs can have a formative career development appraisal with a skilled peer. This has built on the work on Wessex Local Medical Committees.
 - e) Advanced skills development. The programme has supported the creation of a PGcert accredited diploma in advanced primary care management, with subsidised places available over three years, and over 180 participants expected by the end of 2018/19.
 - f) Locally procured training. We have also funded the provision of locally tailored training arranged by LMCs, CCGs and NHS England local teams. This has enabled specific needs

to be addressed, in a way that joins up with existing local activities and resources.

- 1.4 In general, delivery has progressed well. Some regions were unable to complete some aspects of their plans to support the use of formative peer appraisals, networking or mentoring owing to procurement challenges towards the end of the financial year. It has been possible to provide additional funding in 2018/19, to match any not spent in 2017/18.

2 Plans for 2018/19

- 2.1 As in 2017/18, the Practice Manager Development programme will feature some nationally commissioned and some locally led elements. This document contains information to support NHS England regional and local teams in confirming plans for 2018/19. These will be reviewed between regional heads of primary care and the national General Practice Development Team in due course.

2.2 Nationally commissioned offers

In addition to the Time for Care programme and General Practice Improvement Leaders training, which are already benefiting thousands of managers, specific additional resources will support professional development for PMs.

- a) **Training.** eLearning modules and TED style talks for PMs created previously remain freely accessible via <https://hub.practiceindex.co.uk/>. Subsidised places are available for the PGcert accredited diploma in advanced primary care management hosted by the National Association of Primary Care with the Practice Management Network (<http://napc.co.uk/primary-care-home/diploma/>).
- b) **Management coaching.** An expert provider will be commissioned to provide executive coaching for PMs who wish to develop themselves as they face new challenges. The GPFV's coaching for GPs has had significant benefits for participants, with 60% reporting others had been impacted by changes in their own behaviours and a third being less likely to leave general practice or reduce their commitment. We wish PMs to benefit in similar ways from executive coaching. This will be available later in 2018/19 and will be advertised via the General Practice Bulletin, CCG Bulletin and national PM networks.
- c) **The General Practice Awards.** These General Practice Forward View is again sponsoring these prestigious national awards recognising practices' success in improving care and resilience. PMs, their LMC and CCG are encouraged to nominate successful projects, to receive national recognition. More information is at www.generalpracticeawards.com.

2.3 Locally led offers

Following the positive reception to the locally tailored offers created by the GPFV in 2017/18, a larger proportion of 2018/19 funding will be delegated for local use, with a particular focus on the role of LMCs in supporting PMs.

- a) **Training peer appraisers.** PMs often have quite an isolated working life, with few opportunities to receive support or encouragement from peers. Unlike GPs, most managers have no access to formative peer review or professional development planning. Wessex LMCs have developed a model for practice manager peer appraisals, based on successful work in Scotland. This includes a scalable approach to training appraisers,

allowing for this kind of development support to be offered throughout England. Funding will be available through NHS England local teams to train and deploy appraisers throughout England. The goal is for every LMC area to have access to at least one trained appraiser.

- b) **Peer networking.** Many PMs report being isolated from their peers in other practices. A lack of peer support and opportunities to share ideas and challenges results in reduced morale, productivity and resilience. Some parts of the country have well established networks, while others have little or no opportunity for networking. The cost of belonging or attending networking can also be an inhibitor. Local funding can be used to stimulate the development of new local networks and contribute towards the costs of hosting meetings and securing external facilitation.
- c) **Coaching and mentoring.** The national Practice Manager survey indicated that PMs would benefit from coaching and mentoring focused on professional development. This allows them to receive tailored expert guidance on developing the manager's career and skills. Local funding will be available to facilitate this, for example through paying for appraisers' time. Wessex LMCs have published videos explaining the benefits and practicalities of appraisals, coaching and mentoring for PMs:
 - i. The value of appraisals: www.youtube.com/watch?v=Smjwjbrlvh8
 - ii. Introduction to coaching and mentoring: www.youtube.com/watch?v=MAtu1Z6qnWo
 - iii. Jane's story: www.youtube.com/watch?v=dPHmLd82jnU
 - iv. An example of coaching and mentoring: www.youtube.com/watch?v=OMzzN7cK9Xc
- d) **Training.** PMs have a wide range of development needs relating to running a productive and resilient practice, as well as leading change for the future and managing more complex teams and services as part of primary care networks. NHS England regional teams have funding to provide skills development opportunities that meet the specific needs of managers in the region. This may include locally provided training and coaching, as well as support procured externally.

- 2.4 **Delivery of locally led offers.** In recognition of the key role of local medical committees (LMCs) in supporting general practice, it is intended that LMCs should be approached in the first instance as potential providers of this support. Some have indicated they would prefer a neighbouring LMC to undertake work on behalf of their practices, or for a consortium of LMCs to work together. This is acceptable. In some circumstances it may not be possible to use an LMC as a provider, and alternative arrangements may be pursued such as the use of a commercial provider of training.

3 Financial and procurement information

- 3.1 Where local teams have sought to procure practice manager development services from LMCs, it has often been difficult to secure appropriate approvals in a timely and efficient manner. To address this, the national General Practice Development Team has secured Single Tender Action business case approval - reference BC 2823 ('Practice Manager Development – Coaching/Mentoring, Peer Appraisals and Networking'). Under this business case, funding can be passed to NHS England local teams, who are then able to procure services from LMCs, who are suppliers on ISFE. This arrangement does not apply in the Midlands and East region, where a different approach was taken in 2017/18.
- 3.2 More detailed guidance and specimen documents have previously been circulated to NHS England local teams and LMCs. These include materials that be used to create:
- a) A memorandum of understanding
 - b) An expression of interest form
 - c) An end of project report
- 3.3 Details are given below of the financial allocations being made as part of this programme.
- a) Peer networking, training appraisers, delivering appraisals and mentoring.**
- i. Budget (excluding Midlands and East region): £654,637. Funds will be transferred in due course to NHS England local and regional teams DCO Teams based upon the nominal amount identified in 2017/18.
 - ii. Scope: to fund a locally determined blend of the following activities:
 - Expand the opportunities for managers to be part of regular networking with their peers, sharing best practice and support. This could involve stimulating the development of new local networks or contributing towards the costs of running networks.
 - Train local PMs to be peer appraisers, supporting colleagues through providing a formative appraisal and mentoring.
 - Fund the provision of appraisals, by covering costs for the appraiser and appraisee.
- b) Regional and locally planned initiatives.**
- i. Budget: £1,000,000. Funds will be transferred to NHS England regional teams in due course based upon population size.
 - ii. Scope: to fund additional activities prioritised by NHS England local and regional teams as part of the region's strategy for developing general practice and future primary care. Activities are likely to include:
 - Development of advanced skills to manage change and new models of care. This may include provision of additional subsidised places on nationally available programmes such as the NAPC/PMN diploma in advanced primary care management or arrangement of local programmes.
 - Backfill or other support for PMs to participate in development programmes such as the General Practice Improvement Leaders programme.
 - Procurement of local training to meet specific management challenges.

4 Maximising value – guidance for local planning and monitoring

- 4.1 The following guidance is intended to support CCGs, LMCs and NHS England teams in developing impactful plans that demonstrate as much value as possible for PMs.
- 4.2 **Plan for the future.** PMs need a wide range of knowledge and skills to perform effectively. This programme is intended particularly to address their needs as they lead change in services and prepare to manage different kinds of teams and services in the future. This will require more advanced skills in certain areas and the development of new skills in others, with a clear focus throughout on creating and running high quality primary care networks. This should be a higher priority for this funding than training for basic management skills.
- 4.3 **Plan across networks.** In many cases, it will make most sense to plan and deliver PM development at the level of primary care networks rather than individual practices. Some advanced skills (for example in human resources management or financial planning) may not be required by every PM when work is shared across a network, and so certain training offers will not be relevant to everyone. Similarly, greater benefit will be realised where PMs are able to link training or coaching with changes they are actively involved in now.
- 4.4 **Coproduce plans.** Wherever possible, local plans should be coproduced with PMs themselves, addressing their specific needs and preferences, and aligning with existing strengths and support. This will reduce unnecessary duplication or important gaps in provision. LMCs and existing PM networks will usually be keen to support the development of tailored local plans.
- 4.5 **Consider succession planning.** Often it will be the most senior PMs who are preparing to shoulder the greatest new responsibilities in leading for the future. However, in many parts of the country, consideration should also be given to targeting younger managerial and clerical staff, to ensure the needs of the future workforce are addressed.
- 4.6 **Build in monitoring from the start.** Developing an effective plan for gathering activity and impact data will help to build momentum for future investment in PM development as well as to account for the impact of this part of the GPFV. Commissioners procuring development will want to use a wide range of metrics to demonstrate value and gather lessons for the future. Below are listed essential core metrics required as part of the national practice development programme's benefits realisation model.
- a) Peer networking and training workshops
 - i. Number of new and existing networks supported
 - ii. Number of practice managers engaging in networks or training courses supported by this funding
 - iii. Number of meetings held
 - iv. Attendance numbers at meetings
 - v. Participant demographics (age, gender, ethnicity, disability, length of PM experience)
 - vi. Proportion of participants who would recommend this to a colleague in a similar situation to them
 - vii. The proportion of participants who report that their confidence to face future challenges improved through this experience

- b) Training peer appraisers.
 - i. Number of practice managers trained as appraisers in each LMC
 - ii. Total number of appraisals undertaken by each of the trained appraisers in each LMC
 - iii. Name of provider delivering training for appraisers
- c) Delivering appraisals and mentoring
 - i. Number of practice managers receiving a formative peer appraisal or peer mentoring, and name of the practice
 - ii. Participant demographics (age, gender, ethnicity, disability, length of PM experience)
 - iii. The proportion of participants who would recommend this to a colleague in a similar situation to them
 - iv. The proportion of participants who report that their confidence to face future challenges improved through appraisal or mentoring
- d) Delivering executive coaching
 - i. Number of practice managers receiving coaching, and name of the practice
 - ii. Total number of coaching sessions delivered
 - iii. Participant demographics (age, gender, ethnicity, disability, length of PM experience)
 - iv. Proportion of participants who would recommend this to a colleague in a similar situation to them
 - v. Proportion of participants who report that their confidence to face future challenges improved through coaching
 - vi. Proportion of participants reporting they are more confident that their practice can cope with workload over the next year, as a result of their coaching.

4.7 For queries about monitoring, or advice on preparing impactful case studies, please contact england.gpdevelopment@nhs.net.

5 Further information

- 5.1 Wessex LMCs have published videos explaining the benefits and practicalities of appraisals, coaching and mentoring for practice managers:
- i. The value of appraisals: www.youtube.com/watch?v=Smjwjbrlvh8
 - ii. Introduction to coaching and mentoring: www.youtube.com/watch?v=MAtu1Z6qnWo
 - iii. Jane's story: www.youtube.com/watch?v=dPHmLd82jnU
 - iv. An example of coaching and mentoring: www.youtube.com/watch?v=OMzzN7cK9Xc
- 5.2 Practices can nominate themselves or others for the GPFV categories in The General Practice Awards at www.generalpracticeawards.com.
- 5.3 Further information about the General Practice Development Programme is available at www.england.nhs.uk/gpdp. Queries should be addressed to england.gpdevelopment@nhs.net.