



Practice Manager Development Programme 2020

Delivering GP Services At Scale

Working at scale means finding new ways of working that will enable you to meet the increasing challenges and demands placed on your practice. Working collaboratively with other practices and healthcare providers within the NHS is a priority within the GP Forward View. One of the key advantages of this approach is the ability to build on the strengths of practices and share the workload, in order to offer enhanced patient care. There are different models and solutions to deliver services at scale, and this module will outline the possibilities and opportunities that are available to you.

Suitable For

Practice Managers, Practice Business/Operational Managers, GP Leads

Course Learning Outcomes

- Understand what is meant by working at scale and the difference between available models
- Understand the regional and national context and why there is a drive towards delivering services at scale
- Understand how to work collaboratively with other practices to deliver services at scale, and the opportunities this will bring
- Develop the skills needed to support patients and staff through periods of change
- Attendees will be signposted to other modules which will complement this one, such as Finance for PMs, Leadership, Employment Law, Contract Management and Governance, and Workforce Planning

Course Delivery

Two interactive workshop days with learning materials. This course is CPD certified.

Section Headings

- What is 'working at scale'?
- National context and drivers
- Diversification of roles (and opportunities)
- The patient and staff experience
- Change Management



General Practice is undergoing the biggest transformation Primary Care has ever seen. What are the drivers for change and how do we ensure we support and develop our practice leaders?

People learn in different ways. We at the PCTC recognise a day out of the practice for a manager is a challenge in itself – our style of delivery is one of facilitation and shared learning between tutor and delegates, including examples of best practice and the theory to support each subject area. Our tutors are skilled in their own field and also have hands on experience as senior leaders in Primary Care both locally and nationally.

In its annual assessment of the General Practice Forward View (GPFV), the RCGP made the following statement about the future of General Practice:

The GPFV remains a much-needed lifeline for general practice but we are now calling for a radical overhaul of the GPFV. The transformational ambitions of the GPFV must not be lost and we still believe it is the best platform by which to invest in general practice. However, if we are to enable true transformation we must invest in increased capacity in primary care. Most urgently, there are now 1000 fewer GPs working in England than when the GPFV was released, meaning that urgent action is needed to expand the workforce. The declining workforce has increased the workload pressure on those who remain in the profession.

Though the current £2.4bn extra investment in the GPFV is welcome we are concerned that patients are not sufficiently feeling the benefits. As plans are drawn up to spend the additional money committed to the NHS by the Prime Minister, the vital importance of general practice must be recognised.

That is why we're now calling for £2.5bn extra a year to be ploughed into general practice services by 2020/21, bringing investment up to £14.5bn a year. This would constitute 11% of the overall NHS budget, bringing funding in line with what it was in 2005.

High impact actions: The three year £30m 'Releasing time for care' programme aims to release GP capacity by supporting practices to deliver what are known as the 10 high impact actions. These are:

- *Active signposting: making sure the first point of contact directs patients to the most appropriate source of help.*
- *New consultation types: using communication methods such as phone and email for some consultations, reducing clinical contact time.*
- *Reduce Did Not Attend (DNAs): making changes to ensure patients remember their appointments and that it is easy for them to cancel or rearrange.*
- *Develop the team: integrating other healthcare professionals into the team.*
- *Productive workflows: introducing new ways of working.*
- *Personal productivity: training and support to enable staff to work more efficiently and improve resilience.*
- *Partnership working: creating partnerships and collaborations in the local health and social care system.*
- *Social prescribing: referral and sign-posting to non-medical services in the community.*
- *Support self-care: supporting patients to play a greater role in their own health and care.*
- *Develop QI expertise: developing a specialist team to support continuous quality improvement.*

How can the PCTC help you? We offer a suite of modules in a variety of topics aimed at achieving the 10 high impact actions. Brief summaries are included in this flyer: visit our website www.primarycaretraining.co.uk or telephone us on 01274 617617 for more details.

Module	Details
CQC Masterclass	<p>This practical and interactive day is aimed at Practice Managers / Registered Managers and will cover all areas of CQC requirements, preparation for an inspection and an opportunity to share experiences and share best practice.</p> <p>The day will cover systems/processes that evidence the five key lines of enquiry to ensure a safe, effective, caring, responsive and well-led practice.</p>
General Practice Survival	<p>Over the last two years we have been supporting Practice Managers and their teams in delivering GP Forward View and GPN10 point plan with the clinical skills for HCA apprentices.</p> <p>Building on that experience we have developed a training day to support Practice Managers, Reception Managers, Nursing Managers, and Lead GPs which we have called GPS: General Practice Survival.</p> <p>The programme will include several short sessions looking at key issues facing leaders in NHS Primary Care. There will also be time for delegates to chat and support each other.</p>
Business Skills	<p>Running a practice is running a business – have you got what it takes to keep your practice on top. This course focuses on the commercial skills you will need.</p>
Business Cases, Tendering & Report Writing	<p>Now more than ever primary care organisations are required to acquire the necessary skills to allow them to participate in the opportunities that may be available through procurement. This one day session is designed to give you the skills to respond to each part of the process from pre-qualification questionnaires to preparing and delivering a winning presentation. The session also includes report writing.</p> <p>THESE TOPICS CAN ALSO BE RUN SEPARATELY IF REQUIRED</p>
Contract Management & Governance	<p>Covering both Clinical and Corporate Governance within General Practice this session covers types of contract, the process of managing contracts, execution and analysis to maximise operational and organisational performance in the practice all the while reducing financial risk.</p>
Finance	<p>Do you understand your practice accounts? This course is intended for managers or finance partners in GP practice partnerships. It is designed to cover all aspects of GP practice finance and should appeal equally to new practice managers and those already experienced in management. Topics can be tailored to meet local needs.</p>
Project Management	<p>The session is designed as a practical introduction to the key concepts of brilliant project management. It aims to demystify the subject and identify the factors which are key to a project's success.</p> <ul style="list-style-type: none"> * Understand the definition of a project * Appreciate different approaches to selecting which projects to pursue in situations where they may be several options * Demonstrate awareness of the key success factors in brilliant project management * Identify and explain the phases in a project * Appreciate the importance of objective setting and the SMART approach, project planning and communication
Risk Management	<p>The ever increasing emphasis on the safety and quality of services and the growing culture of litigation means managing risk is increasingly becoming everyone's business. This session is designed as an introduction to the key concepts and the actions central to risk management planning.</p>

Recruitment & Selection	Finding the right person to fill your vacancy is essential. Potential candidates need to be attracted and then there has to be a fair and effective method of selection ensuring that they are the one for the job and that the job is the one for them. This process needs time, preparation and the skills to help make the right decisions.
Employment Law	An awareness of the key aspects of employment law is essential for any manager. Employment legislation impacts on all areas of the employment relationship and this overview gives an update on several of these: contracts of employment, discrimination law, family friendly rights and the working time regulations.
Handling Problems in the Workplace	Life at work would be wonderful if everyone got on with their job and with each other but as we well know it doesn't always work that way. Difficult working relationships can have a profoundly negative impact on the environment at work. There may be times too where individuals raise issues that have to be addressed but with considerable sensitivity for those involved and for the situation. Dealing with such issues is a difficult aspect of a manager's job but is by no means insurmountable if the manager has the right information and support.
Facilitation Skills	Get the outcomes you want! Developing your facilitation skills will enable you to achieve your outcomes and manage your stakeholders effectively. This one day event will support you to recognise your current facilitation skills and identify ways in which you can develop your skills to benefit your business.
Managing Absence & Sickness	Managing sickness absence is a challenge for any organisation but particularly for smaller employers. It is a sensitive area involving balancing the needs of the Practice alongside those of the individual with the aim of preventing absence wherever possible and encouraging employees back to as soon as possible if they are off sick. It is also essential to be able to handle those situations where a return to work is not possible.
Managing Conduct & Poor Performance	Managing conduct issues and poor performance is quite often an unwelcome challenge for a manager. Dealing with such issues is a difficult but necessary part of the management of a practice but can be done effectively with the right approach and support.
Improving Personal Effectiveness	I've never been to me! Personal mastery is a lifelong journey. This workshop is intended to provide you with some time and space to think about who you are, what you do and how you do what you do. It will help you decide on changes you may subsequently choose to make to enhance your personal effectiveness.
Leadership	Step into your leadership role! Gain an insight into your leadership style and understand how to use, and ways to develop your leadership capabilities.
Negotiation Skills & Influencing	The Herbal Essence Effect – Yes, Yes, Yes! How to negotiate and influence others to achieve better outcomes for your patients and your business.
Organisational Development	Organisational Development tools, techniques & interventions understanding the maze that can be OD. Includes OD diagnostics and planning

Performance Management	<p>Get the outcomes you want! Who says you can't? A workshop to help you think about how to make the most of your line management relationships. Discover ways to motivate your staff, use the appraisal system effectively and performance manage those not working to their potential.</p>
Workforce Planning	<p>The session is designed as a practical introduction to the key process that lead to effective workforce design and workforce planning. It aims to demystify the subject and identify the factors which are key to success.</p>
Successful Meetings	<p>Make your meetings work for you! Build upon your current skills to enable you to successfully manage the meetings process. This one day event will support you to get the most from the meetings you attend.</p>
Time Management	<p>Do you get to the end of a day without meeting the growing demands of your job? Do your e-mails take over your life? Ever get a lunch break or time to reflect? Do you want to know how to organise your work so you go home with a clear head? If you recognise some of the above, then this course is for you. The session is designed as a practical introduction to the key concepts of brilliant time management. It aims to help you organise your thoughts and work to help you gain maximum benefit from your time and increase your productivity.</p>

The following can be offered as study days or shorter sessions and delivered at Conferences, Practice Learning Events or Practice Manager Meetings:

Avoiding Burnout	<p>This session helps the delegate understand the meaning, causes, and consequences of burnout. Looking at the difference between Stress, Burnout, and Collapse we discover ways to avoid the kind of pressures that lead to Burnout. Written by someone who has experienced the problem at first hand it is an essentially practical session that will help people in all positions in a busy and stressful environment.</p>
Marginal Gains	<p>In this session we look at tried and tested business practices and discover ways of implementing them in an NHS context. We consider the following areas:</p> <ul style="list-style-type: none"> How Cultures are Formed Creating a Culture of Honesty The Difference between Power and Influence Discovering Your Personal Style of Leadership Challenging Unwanted Attitudes and Practices Drawing a line – Divorcing from History Setting an Agenda for Change Getting Everyone on Board Dealing with the Ethics of Organisations Measuring your way to success Effective People Management Dealing with Conflict
Process Mapping	<p>Spending time with other managers & team leaders you will learn the skills needed to produce Process Maps. Having understood the possible uses of this well respected business skill you will learn how to teach your staff how to produce Process Maps.</p>

Equality Diversity & Inclusion	Help delegates understand the need for equality, diversity and inclusion, what the law says about the subject and how equality, diversity and inclusion works in practice. Learn how to eliminate discrimination, harassment and victimisation, and understand the nine characteristics that are protected.
Chaperoning Skills	Understand the role and responsibilities, when it is needed, confidentiality. Understand how to raise issues of concern, and give you confidence for the role. Understand chaperoning in a Medical Context.
Patient Facing Skills	This session is aimed at helping GP Receptionists develop their key skills. We will look at the importance of being on the frontline of your organisation. Using real life examples it seeks to allow the delegate to experience the benefits of the skills and to learn how to use it as part of their working experience. The session is tailored to the needs of the particular practice. Such methods, however, can be the mechanism that helps to deliver effective healthcare and plan for the future.
Self Defence	Help delegates understand and identify possible moments of violence. Understand why violence takes place and what we can do to break the cycle of aggression. Emphasise that our key response is to create space and seek help and not to win a conflict. Give staff members the confidence to react quickly to threats of violence. Give practical examples of self-defence techniques that are appropriate for NHS staff members.
Social Media	To look at the changing nature of social interaction in a digital age, and to consider its impact upon areas of confidentiality. We aim to do so in a way that doesn't employ scare tactics but looks to equip decision makers in order to help shape policy and practice. We cover the following areas: What constitutes social media Culture of virtual relationships The Benefits of Social Media The fluid nature of confidentiality: policy verses practice The pace of change Confidentiality: Setting policy verses creating culture
Triage Session	Delegates will be challenged to consider their own behaviour in influencing our goal of being effective. They will become aware of the relationship between the functional parts of their work and the need for emotional intelligence.
Real Time Accounting	Making your day to day life easier! Day to day operation of cloud-based systems such as Xero and Quickbooks. Reduce your data entry time! Automating your bank reconciliation – save lots more time! Provide Partners with customised reports pulled from real time info! Check financial information in real time. Know what's going on at all times! Have payments been made? Check in real time. Your data secure in the cloud – no more computer crashes, paper problems or software updates! Reduce software and hardware costs overall. Collaborate with your accountant to more efficiently plan tax savings and get copies of annual accounts a lot quicker! Use real time management information to help you make better decisions. Bespoke medical chart of accounts.



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