

## **Royal College of General Practitioners (RCGP)**

### **Primary Care Development Support services for Primary Care Networks and general practice**

#### **Background**

The RCGP has extensive experience of providing support for individual practices and 'at scale' providers across England. The Practice Support team was established in 2014, when the RCGP was commissioned by the Department of Health and NHS England to provide the national Peer Support Programme for practices placed in special measures following their CQC inspection. This funded programme which concluded in 2017, was highly successful at supporting practices to exit special measures and improve their CQC rating and preventing practice closure. There were 329 practices placed in special measures between October 2014 and October 2017. 138 of these practices opted to receive RCGP support. Of the 138 practices 113 (87%) improved their CQC rating and exited special measures.

The identified need to further support practices led to the introduction of Primary Care Development, (PCD), a more comprehensive, bespoke support and development programme available to any practice or 'at scale' provider, in need of support. During the last 12-18 months PCD has increasingly worked with 'at scale' providers to develop leadership and governance and support organisational change.

PCD is delivered by a national team of 80 expert GPs, practice nurses, practice managers and pharmacist advisers and trainers, who are uniquely placed to deliver diagnostic services, hands on peer support and training. The service is led and quality assured by the Medical Director, Dr Pauline Foreman, and the Lead Adviser team of four. The RCGP has provided support to over 230 practices/providers to date and is in a strategic partnership with Greater Manchester Health and Social Care Partnership delivering support and embedding quality improvement principles across their 460 practices [LINK to GP EX website](#).

#### **RCGP Primary Care Network support**

Supporting the development of primary care networks (PCNs) is a natural progression of our consultancy add support service.

We are able to offer support with:

- **Facilitating network development and conflict resolution**  
Facilitated meetings and support with contentious issues or processes. This can be particularly helpful where there is a lack of trust or difficult dynamics between individuals or member practices. Support with conflict resolution based on the principles of mediation, where member practices are unable to satisfactorily resolve a dispute themselves
- **Implementing Governance structures**  
Advising on board structure and decision-making processes in line with best practice/current BMA guidance, working with partner organisations as necessary. Supporting the development of an effective communication strategy
- **Leadership development**  
One to one coaching and mentoring sessions for Clinical Directors, board members and other PCN leaders, provided by our multidisciplinary team of coaches/mentors. Action learning sets for groups of clinical directors/other groups of key personnel on a locality basis, facilitated by our trainers. GP at Scale website (currently being updated). Provision of leadership case studies and podcasts (CIRC).
- **Cultural change-moving from practice-based to network-based delivery of care**  
Facilitated local events for practice teams/professional groups to understand the role of PCNs and how they will work within them  
Team building events/away days  
Team wellbeing events/away days  
National RCGP events to update on PCN developments, support rural PCNs and share learning
- **Workforce development**  
Skill analysis, assessment and capacity modelling across a network. Supporting the introduction of new roles, assessing competencies and utilising a multidisciplinary workforce effectively, including appointment management, signposting and correspondence management
- **Service development**  
Support with developing bids for additional services, including financial analysis and utilisation of premises across a network
- **Supporting practices within a network**  
Support for practices who may be underperforming, and for those wishing to better prepare for CQC inspection developing these skills within PCNs

### **RCGP Consultancy and Support services for practices**

We are able to offer a bespoke, solution focused service to support GP practices seeking to improve and develop. Our diagnostic review provides a root-cause analysis to identify issues, challenges and areas in need of improvement.

Our experience tells us common themes are;

- **Workforce Analysis** - optimising skill mix, capacity, work streams, recruitment and succession planning
- **Organisation Development** - developing leadership skills, change management, supporting board development, working at scale
- **Communication Improving** - communications across team, collaboration, introducing communication strategy, away days, facilitation, improving patient experience
- **Premises** – helping with practice negotiations, optimising use of premises
- **Finances** – financial health checks, helping to develop business cases, support with funding bids/applications

<https://www.rcgp.org.uk/primary-care-development/consultancy-and-support.aspx>

### **Practice Manager Training**

We offer first class training programmes for Practice Managers, also suitable for other practice roles new to management, including newly qualified GPs.

Our modules include;

**Moving into Management** - a series of half or one day training workshops which include;

- Employment Law
- General Practice Finance
- Change Management
- Leading a team
- Difficult conversations
- Managing poor performance
- The nuts and bolts of negotiation

<https://www.rcgp.org.uk/primary-care-development/training-and-development/moving-into-management.aspx>

### **Practice Manager Masterclasses;**

- Manager, Leader or Both?
- Quality Improvement in practice
- Assessing and minimising risk in general practice

<https://www.rcgp.org.uk/primary-care-development/training-and-development/practice-manager-masterclasses.aspx>

We can also provide training to other members of the general practice team, which aim to release time within the practice

- Active Signposting
- Management of Clinical Correspondence

<https://www.rcgp.org.uk/primary-care-development/training-and-development/our-courses.aspx>

