

## PCN Incubator Case Study 1

### Expectations and priorities

At the start of the programme, participants from PCN1 which included two PCN Clinical Directors (job-share), a GP, and two practice managers, set their expectations and priorities for the programme:

- Build engagement and momentum in the PCN
- Determine how to evolve as a PCN, building stronger relationships and sharing responsibility
- Engaging and empowering member practices in the network
- Identify ways to address the challenge of diverse population needs and diverse practices
- How to learn from others and carve out time to think
- Determine future staffing needs and how to expand the PCN team.

### What happened

During the programme and in between sessions, participants in collaboration with their colleagues across the PCN were able to:

- Improve communication through well managed meetings, central points of information and developing a community across practices
- Develop procedures to ensure the PCN was well governed
- Identify opportunities for improvement and to celebrate success across the PCN
- Learn how to balance practice autonomy with wider realities affecting the network
- Create forums to share challenges and concerns, provide support and share expertise
- Address staffing shortages and identify where support is needed, including management support to enable clinical leadership
- Address capability and capacity within the PCN to enable succession planning.

### Participant feedback

*"It has helped us identify ourselves as a group, clarify the issues and problems, and develop the leadership skills we need. A very constructive 5 sessions" (PCN Co-Director)*

*"The Incubator has really brought us together as a group and we've made some really positive changes, dealing with things jointly as a group. It has been a really positive experience" (GP)*

*"The Incubator has been brilliant, protected time to focus and think and we'd like to continue as a group. It has been good for us internally and great to also share our learning with our member practices. It has helped us maintain momentum" (Practice Manager)*

*"I have thoroughly enjoyed it, and it is great to see where we've got to" (Practice Manager)*

*"It is a privilege to be around knowledgeable people and the sessions have made me think outside the box" (PCN Co-Director)*

## PCN Incubator Case Study 2

### Expectations and priorities

At the start of the programme, participants from PCN2 which included a PCN clinical director, 2 GPs, a community trust manager, a local authority manager, a voluntary sector manager, a patient representative, and a practice manager, set their expectations and priorities for the programme:

- Identify collective aspirations, priorities and ‘sense of will’
- Understand the practical support needed to meet these expectations
- Create a sense of ‘team’ across the network
- Explore their shared vision for three levels of work: practice-level; PCN level and wider community/stakeholder level
- Improve collaborative working beyond NHS, across sectors.

### What happened

During the programme and in between sessions, participants in collaboration with their colleagues across the PCN were able to:

- Structure meetings to focus on key issues
- Provide opportunities for engagement and discussion through small group discussions and networking
- Take time out as a whole PCN and identify issues which could be worked on jointly
- Apply learning from the programme eg psychological safety, power dynamics
- Understand tensions in the system, others’ perspectives and pressures
- Utilise the strengths of diverse, multi-sector viewpoints
- Share emotional pressures eg stress, anxiety and uncertainty, and explore the importance of self-compassion and care as leaders
- Consider how to lead effectively in uncertainty
- Use incubator time to work on issues the group could progress collectively
- Design a multi-agency signposting approach to help people navigate local services and enable volunteering, self-organising community-based support and community engagement
- Hold stakeholder events to engage different parts of the system.

### Participant feedback

*“We set up our group as more than a primary care group – we wanted to get into broader community engagement. We have had specific work to focus on in this area, and the Incubator has held us together in a really healthy process to make progress.” (PCN Clinical Director)*

*“This is the first thing I’ve worked on as a GP where we are connecting and working together as people, beyond the judgements and constructs and rules we usually have when we are working with people from other agencies. We have got past our assumptions about each other based on professional role - to understand how much value everyone can bring.” (GP)*

*“The psychological safety we worked on in an early session has really become embedded into the group and we have built very strong relationships. The blend of theory and practice has been great. It has been a chance to learn about new ideas and concepts and apply these in practice.”*  
(Community Trust Manager)

*“As the only person in the group from the voluntary sector, it has been really positive, helping us to break down barriers, and seeing how we all have different takes and ideas on things. The protected time is so useful.”* (Wellbeing Facilitator, Voluntary Sector)

*“I think we have learnt to be very open and honest and I am learning to be less blunt. In some ways I have learnt to listen more and say less and spend time thinking, which has been helped by the little bits of theory here and there.”* (GP)

*“We have definitely built some shared capital from our work together, which will help us with the rocky 6 months ahead.”* (PCN Clinical Director)