

## Empowering the delivery of connected care

### The challenge

Following a successful programme in a neighbouring CCG, FMLM was commissioned to replicate the programme with a mixed cohort of GPs and practice managers. In addition to some workforce issues, the CCG suffered similar financial problems as its neighbour, though its GP leadership development was thought to be more advanced compared to the rest of the STP area.

### The solution

Facilitated by a senior medical professional and a leadership development expert, FMLM's three-part programme began by looking at the NHS and how primary care functioned within it. Subsequent components focused on specific CCG and STP issues and personal leadership development.

The structure and context FMLM provided was vital as it dissolved many of the assumptions participants held for years about different professions, for instance, social workers. In addition, the programme setting gave participants time with their peers and space to think.

Input from FMLM's senior medical professional proved particularly useful, providing credible evidence from a personal perspective. Its leadership development expert was instrumental in helping GPs and clinical staff to think in depth about their leadership.

Using a combination of exercises and tools, such as MBTI and leadership styles, helped participants think through how they might chair a meeting. It was through this practical, confidence-building work, the group learned to adapt their approach to colleagues, as well as how to lead staff through change, such as retirement and staff replacements.

### The results

An independent evaluation of the programme found:

- Increased ability to approach work more calmly and more constructively
- Less top-down approach to staff management and more willingness to bring in grassroots ideas
- More systematic approach to working with colleagues, e.g. chairing meetings
- Inspiring colleagues with no prior leadership experience to establish new initiatives
- New-found persistence and perseverance
- Willingness to introduce new skills and take more collaborative, system perspectives to benefit patients.

*"[The FMLM programme] increased my confidence, provided credible evidence from a personal perspective, using exercises that make you think rather than teaching you something."*