Leadership and culture in primary care:
Lessons learnt from a leadership assessment tool

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The King's Fund
Ideas that change health care
Session Overview

Why leadership and culture in primary care?

Why a staff survey?

Practice Leadership Assessment Tool

Two interactive sessions including discussion
Objectives

- Explore the importance of understanding **leadership** and **culture** in primary care, including the barriers and opportunities

- Hear about some of the initial high-level **findings** from the piloting of the PLAT

- Consider the **implications** of this topic for your own practice, work or team working

- Explore what this could mean for the **future** of general practice
Why leadership and culture in primary care?
Understanding Pressures in GP

- Consultations ↑ by 13% (telephone by 63%!)
- Workforce growth: GPs ↑ 4.75%, nurses ↑ 2.85%
- Funding ↓ from 8.3% to 7.9% (of NHS budget)
- GPs ↑ stress and burnout
- Patient experience ↓

Many in general practice felt their jobs were neither possible to fulfil nor fulfilling
“Running the practice or having a meaningful conversation with staff is relegated to the edges of the day”
## Forward View for General Practice

<table>
<thead>
<tr>
<th>Investment</th>
<th>Recurrent funding ↑ by £2.4 billion/yr by 2020</th>
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<tbody>
<tr>
<td>Workforce</td>
<td>New incentives for training, recruitment, retention and return to practice</td>
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<tr>
<td>Workload</td>
<td>£40 million practice resilience programme to support struggling practices, burden reduction, action to cut demand £19.5 million in specialist mental health services to support GPs suffering with burnout and stress, and support retention of GPs</td>
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<tr>
<td>Infrastructure</td>
<td>Investment for general practice estates and infrastructure, and greater use of technology to enhance patient care and experience</td>
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<tr>
<td>Care redesign</td>
<td>Support to strengthen and redesign general practice ‘Releasing time for patients’ programme to free up 10% GP time</td>
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Leadership?

We will invest in further leadership development, coaching and mentoring skills for experienced doctors.
Culture: what is it?

- Every interaction by every leader, every day, shapes the culture of the organisation.

- Creates the conditions that either enable or undermine employees’ abilities to deliver quality, continually improving and compassionate care.

- The behaviours and attitudes of staff:
  - Act as windows into the heart of a practice
  - Are powerful in shaping the experience of patients and carers
Culture: what is it?

There is a causal relationship between staff wellbeing...

a) staff-reported patient care performance
b) patient-reported patient experience
Outcomes: 7 staff variables

- “Wellbeing bundles”

1. Local teamwork climate
2. Co-worker support
3. Job satisfaction
4. Organisational climate
5. Perceived organisational support
6. Low emotional exhaustion
7. Supervisor support
Leadership: biggest influencer

- Research reveals that leadership is the most significant influence on culture.

- Well-led organisations deliver high-quality, person-centred care that supports learning and innovation and promotes an open and fair culture.
Leadership: biggest influencer

- Investment in leadership and management in primary care?
- Leadership tasks already required of GPs?
- Routine public reporting of GP activity, workload or safety data? Standardised national dataset?
- Tackling the current challenge – GP in crisis?
- So, what can we do to increase the capacity in primary care through effective leadership and nurturing culture?
The PLAT

- The Practice Leadership Assessment Tool
- Online anonymous staff survey designed for GP staff
- Evidence-based scales developed by The King’s Fund
- Assesses the culture and leadership of a practice
- Some questions directly taken from the NHS Staff Survey for comparison purposes
The PLAT

- Delivery of care
- Patient-centred care
- Compassion
- Autonomy, engagement and burnout
- Harassment, bullying or abuse
- Discrimination
- Wellbeing and balance
- Team-working
- Management and leadership
Activity One

What are the **barriers** to understanding and improving these in general practice?

What are the **opportunities** in understanding and improving these in general practice?
Activity One

Feedback and reflections
Culture and Leadership in primary care: high-level findings
696 individual responses
211 practices across England
Team structures in primary care
- How clearly defined are teams?

Leadership in primary care
- Which members of staff are identified as ‘leaders’ by primary care staff?
Key findings

Compassion (by staff to patients)

Delivery of Care

Patient-centred care

Management and Leadership

Team working

Engagement

Autonomy
Team members are always looking for fresh, new ways of dealing with challenges.

We all play a leadership role in this team.

Team members are always looking for fresh, new ways of dealing with challenges.
Who is most at risk of burnout?

Well-being and balance
- 50% GPs reported negative impact on partner/family
Harassment Bullying and Abuse
- Personally experienced rated highest by receptionist staff
- Higher reports of witnessed vs. experienced HBA

Discrimination
- Non-white staff? 20% more likely to experience discrimination
- Overall discrimination appears to be lower in primary care.
Methodology

CQC inspection

PLAT administration
Activity Two (option 1)

If **you** had data on your practice, or one in your CCG, that brought together the perspectives of all your staff...
- How could the results best be used to improve and sustain care?
- What support would you need to implement changes?

*If you have time, you’re also welcome to consider...*
- Which areas would be most likely to slip under pressure (in your practice)?
- How would you know if any of these areas were deteriorating?
Activity Two (option 2)

- What could this mean for securing the future of general practice?
- What are the implications for how we keep a (resilient) workforce?
- What are the implications for new models of primary care?
Activity Two

Feedback and reflections
Wrap-up

- Summary

- Next steps:
  - Keep an eye on The King’s Fund’s project page for more information on the PLAT and the results that come from the analysis and evaluation
  - Lunch!
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