



In association with



# Diploma in Advanced Primary Care Management

A one-year diploma to develop the skills and competencies for managing primary care at scale within the NHS.

Delivery partners



**PRACTICE MANAGEMENT NETWORK**  
— for practice managers, by practice managers —

Project funded by



# Develop the skills to lead the transformation of primary care and develop new models of care

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## Overview

A comprehensive diploma in advanced primary care management to enable candidates to gain proficiency and take on roles in new models of primary care including primary care homes, GP 'super practices', multispecialty community providers (MCPs), integrated primary and acute care systems (PACS) and primary care federations.

The curriculum will incorporate the learning and experience from NAPC's national primary care home programme and the new care models programme.

The General Practice Forward View published in April 2016 set out NHS England's commitment to invest and support general practice over the next five years. One investment is the £6m development allocation for practice managers, a proportion of this fund is being used to support the one-year diploma.

### The benefits:

- A practical, online, focused, service development and business management diploma
- Learn from current primary care at scale developments
- Gain 60 credits (20 per module) at postgraduate level 7. On completion of the diploma candidates may apply to study for HFMA's Higher Diploma which provides a pathway to a full MBA awarded by BPP University (subject to programme validation)
- Network learning
- Diploma alumni to continue sharing learning and best practice.

# Welcome

These are remarkable times as the NHS landscape is changing with the expansion of new models of care to enable the NHS to have a certain and sustainable future.

Reform, leadership and investment into primary care is critical to the future delivery ambitions of the NHS. Already the rapid expansion of the primary care home (PCH) programme, the success of multispecialty community providers (MCPs) and the creation of superpractices, hubs and networks has demonstrated there is an appetite for change.

This move towards greater integration focusing on population health and prevention has been endorsed in the Next Steps on the NHS Five Year Forward View with the encouragement of more services to come together to serve a registered population of 30,000 to 50,000. Success of emerging new models of care including PCH will depend on investment in managers, skilled in primary care provision, to ensure they have the ability and confidence to manage primary care at scale. It is now important in the changing environment of the NHS in England, that primary care managers are

empowered to take a leading role in shaping the future of care closer to home.

This diploma is designed to give current and potential managers the skills and conviction to manage in this new landscape. We want to support and nurture the drive and energy we've witnessed locally.

This qualification, developed by experts in healthcare, offers online flexible learning to address the challenges ahead. Participants who successfully complete the diploma will also be in a good position to continue their personal development and further their career.

We look forward to supporting you and your teams on the journey ahead.

**Dr James Kingsland**, *President, NAPC*

**Peter Edwards**, *Partner, Capsticks*

**Alison Myles**, *Director of Education, HFMA*

## The diploma is designed for:

- People who manage or wish to manage in the primary care sector within the NHS – managers and clinicians
- Primary care practice and business managers stepping up to support the delivery of integrated services within primary care
- Those responsible for setting up and running primary care homes, accountable care organisations (ACOs), multispecialty community providers (MCPs) and integrated primary and acute care systems (PACS)
- Business managers joining or returning to health

# Why study with us?

The diploma will give you the skills and confidence to enable you to be ready to manage changes locally and lead practices to work as a primary care home, hub or network serving combined registered populations of at least 30,000.

As well as giving you the skills for the future, the qualification can be part of your continued personal development providing a pathway to study an HFMA Higher Diploma and ultimately an MBA with BPP University.

Developed and delivered by partner organisations with many years of experience and expertise in training, the diploma has been tailor-made for the new evolving landscape in primary care.

It is a blend of several modes of learning with minimal time away from your workplace including structured online and workplace learning to give you the flexibility to enhance your skills while continuing a full/part-time role.

## Aims of the diploma

- To increase the skills and enhance the competency of healthcare managers working in primary care to lead improvements at scale and develop new care models
- To create an ever-increasing pool of primary care management capacity and capability
- To develop a diploma alumni through which learning, experience and best practice can continue to be shared

## Qualifications

Candidates who successfully complete the diploma will gain 60 credits (20 per module) at postgraduate level 7.

On completion of the diploma, students may apply to study for HFMA's Higher Diploma which provides a pathway to a full MBA (subject to programme validation).

## Accreditation

As well as current partners, the diploma will be recognised by the Chartered Management Institute (CMI). This will give candidates a clear route to becoming an Affiliate Member, Associate and Fellow as well as being able to access the CMI's online portal of management and leadership materials. It also offers a route to further CMI qualifications and Chartered status.

## Other benefits

All students will automatically receive 12 months free membership to the Healthcare Financial Management Association (HFMA).

# Structure, delivery and assessment

The one-year diploma – comprising three modules – will be delivered through online tutored learning sets, workplace assignments and one national learning event to allow you to integrate learning into your local context.

This comprehensive and flexible approach includes:

- An introductory plenary (London or Leeds, some will be hosted at Best Practice, NAPC's annual conference in Birmingham)
- Structured online learning – tutorials, structured course and topic learning
- Network learning via closed networking community
- Structured workplace learning
- Comprehensive reading materials, recommended reading and reference sources
- Follow up presentation slides, session discussion notes and support materials
- Three written module assessments
- Annual award ceremony and alumni networking event

## Time commitment

Time away from your workplace will be one day for the initial introduction plenary plus travel time. There is an additional graduation plenary day, which is optional.

The diploma will comprise:

- 30 online tutorials (one to two hours each, one per topic with 10 topics per module)

You will need to commit to:

- Personal study time and structured workplace assignments
- Three module assessments
- Discussion forums and live tutorials

Total diploma time: 600 hours.

# Modules and core topics

Participants must successfully complete three modules, each taking 200 hours.

## Module one: Personal effectiveness and leadership

Leaders and aspiring leaders in today's NHS face immense challenges that require particular personal and professional characteristics. As part of the management structure, you are faced with multiple, competing demands and priorities. As pressure on public finances increases, innovative approaches, drive and the ability to make things happen are paramount. In primary care, there is a growing need to work at scale. This means that the traditional methods of working which are employed in general practice are not always suitable for larger organisations. At the same time, the working practices of large NHS organisations are also not completely suitable for scaling down. In a world of media, regulator and public scrutiny, this module will help you to gain greater self-awareness and an understanding of approaches to personal effectiveness and leadership in order to support the overriding objective of the NHS to deliver high quality care for all.

### Module content includes:

- different leadership theories and approaches
- leadership in context
- leadership competencies and behaviours
- motivation and handling conflict
- the role of communication
- presenting effectively
- managing teams
- approaches to influencing
- self-management and prioritisation
- commitment and confidence.

This module will enable learners to:

1. Assess, critically evaluate and reflect on how the performance and delivery of services by an organisation can be affected by:
  - a. The influence and role of leaders and individuals.
  - b. Leadership styles, competencies and behaviours.
  - c. Approaches to communication.
  - d. Strategies to engage, motivate and performance manage teams and individuals.
  - e. Sources of conflict and resolution techniques.
2. Critically evaluate and reflect on their leadership style, personal effectiveness and leadership skills.

## Module two: NHS policy, law and governance

The NHS in England is in the midst of major challenges and significant change. The Five Year Forward View encouraged the development of new care models, including models of healthcare provision that integrate primary care and community-based services, and move towards a model of population-based healthcare within localities.

This module will provide learners with an insight into the policy context and legal framework within which new care models are being developed. Learners will acquire an understanding of the key legal issues that will impact on organisations delivering primary and community-based services.

### Module content includes:

- current policy drivers in the NHS
- the legal framework for NHS services and key duties of healthcare providers and commissioners
- NHS contracting and procurement
- contractual and organisational models for delivering primary and community-based services
- good governance
- decision making and managing conflicts of interest
- regulation and registration
- workforce issues – employment, pensions and remuneration
- NHS estates issues
- clinical risk, inquests, indemnity and negligence

This module will enable learners to:

1. Examine the context within which 'at scale' primary care organisations are developing, and their place in the NHS landscape.
2. Assess the ways in which 'at scale' primary care organisations can comply with the key legal duties that apply to providers of NHS healthcare services.
3. Appraise the commercial and contractual environment within which healthcare services in England are commissioned and provided.
4. Critically evaluate the available contractual and organisational forms for delivering primary and community-based health services at scale.
5. Evaluate the effectiveness of an organisation's governance arrangements and develop effective systems and processes for managing conflicts of interest and making lawful and accountable decisions.
6. Recommend ways in which 'at scale' primary care organisations can comply with their key regulatory requirements.
7. Prepare effective and lawful systems for the recruitment, employment and reward of staff.
8. Critically evaluate the main models for ownership and use of premises for the delivery of healthcare services and their relative suitability to meet an organisation's requirements.
9. Develop plans to mitigate and manage the key clinical risks that arise from the delivery of primary and community-based services.

## Module three: Healthcare business and finance

In a rapidly changing NHS, this module gives the context for understanding healthcare business and finance. This is key to recognising how finances and financial pressures can affect patients. The Five Year Forward View sets out a vision for the future of the NHS in England. This includes working increasingly closely with social care and developing new models of care that integrate primary care and community-based services. This module will help you understand who does what and why in the NHS and how the money flows from HM Treasury to NHS organisations and primary care providers. It will provide insight into the financial and business framework for new care models. Participants will acquire an understanding of the key financial issues that will impact on organisations delivering primary and community-based services. The module will provide an opportunity to evaluate the financial and business arrangements of primary and community-based care organisations, gain knowledge on what needs to change and how to overcome the barriers to making that happen.

### Module content includes:

- how healthcare in England is structured and financed
- interpreting accounts and financial reporting (discharging the public stewardship responsibility)
- managing budgets
- costing and value in the NHS
- financial governance.

This module will enable learners to:

1. Critically analyse and evaluate the ways in which healthcare in England is structured and funded.
2. Critique how finance works within the NHS in England and evaluate improvements to the current system.
3. Critically evaluate strategic and operational financial planning and budget management within an 'at scale' primary care organisation.
4. Propose and defend the concept of value in contemporary healthcare and evaluate opportunities for the NHS to increase value.
5. Assess the ways in which 'at scale' primary care organisations can comply with the key financial duties that apply to providers of NHS healthcare services.
6. Evaluate risk management techniques and develop risk management strategies, including recommending how risks can be identified and managed more effectively.
7. Appraise the commercial and contractual environment within which healthcare services in England are commissioned and provided.



# How to apply

## To apply or for more information:

- Visit: [www.napc.co.uk/diploma-in-advanced-primary-care-management](http://www.napc.co.uk/diploma-in-advanced-primary-care-management)
- Email: [napc@napc.co.uk](mailto:napc@napc.co.uk)

## Applicants will be asked to demonstrate:

- How their participation will enhance care provision in their locality
- Tenacity and self-motivation
- An ability to work at postgraduate level
- A commitment to progress beyond this qualification (preferred)

Your application will be reviewed by the curriculum committee. If a selection interview is required, this will be conducted remotely. No membership is required to complete the diploma.

## Starting the programme

There will be four entry points in 2017 and 2018:

- October 2017 (pilot module)
- February 2018
- June 2018
- October 2018

## Fees and funding

Total fee: £2,800 + VAT

Registration fee: £200 + VAT (payable as a deposit on notification of candidate acceptance, non-refundable).

Full tuition fees will need to be paid before the start of the programme.

Candidates can be supported by their employer organisation or receive sponsorship to cover or contribute to diploma fees. The diploma will not cover the costs of travel, accommodation, computer equipment, online access costs, back-fill or locums.

# Diploma partners

## NAPC

NAPC is a values driven organisation that fosters and encourages productive relationships within primary care to deliver change and spread innovation. Our mission is to be recognised as the organisation shaping the future of healthcare delivery, enabling our diverse membership to continue to provide models of patient-centred care.



## In association with:

### HFMA

The Healthcare Financial Management Association (HFMA) is a registered charity and membership community which is dedicated to promoting the highest standards in financial management and governance in healthcare across the UK. Our vision is 'Better quality healthcare through the effective use of resources'. HFMA represents and supports healthcare finance and non-finance professionals by influencing healthcare policy, promoting best practice and providing education and training.



### Capsticks

Capsticks is widely known for its specialist understanding of the health sector. Our legal and governance expertise is at the heart of our work with vanguards, ACOs, and local health and care systems throughout the country as they seek to address their own unique challenges and opportunities and get things right first time.



## Delivery partners:

### Practice Management Network

The Practice Management Network is a national community run by practice managers for practice managers. The network supports and provides opportunities for practice managers to share, develop and influence.



### AMSPAR

AMSPAR promotes quality and coherence in the delivery of vocational qualifications aimed at medical secretaries, practice managers, administrators and receptionists and encourages and supports standards of excellence in the pursuit of continuous professional development and lifelong learning.



### NHS England

NHS England sets the priorities and direction of the NHS and encourages and informs the national debate to improve health and care. It shares out more than £100 billion in funds and holds organisations to account for spending this money effectively for patients and efficiently for the tax payer. The General Practice Forward View published in April 2016 sets out NHS England's commitment to invest and support general practice over the next five years.

