



NAPC | National Association
of Primary Care



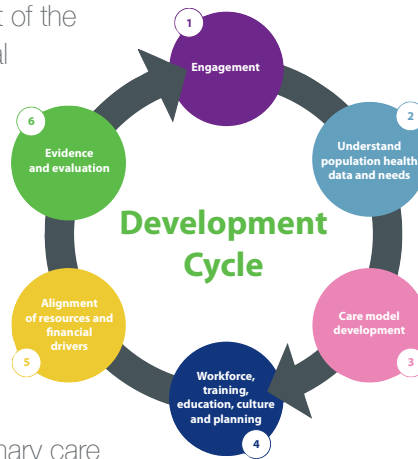
Primary care network support



Developing high-performing teams

Effective team-based working is at the heart of the primary care home (PCH) model, the original primary care network (PCN), and essential to the development of PCNs where cross organisational multi-disciplinary teams are key to the delivery of high-quality care closer to home.

Our approach is informed by insights from the PCH programme as well as national and international best practice. There is also significant evidence that effective team working has numerous benefits in primary care including better quality of care, improved patient safety and higher levels of innovation.



Challenges

The benefits of building high-performing teams are well-documented but teams have a range of hurdles to overcome to be successful.

PCNs face numerous challenges – taking on new roles and effectively embedding them within the existing team, bringing together practice teams from different cultures and, as new services are designed, building new multi-professional teams from a wide range of organisations. All require team leaders to navigate tensions, provide clarity of roles and build relationships around clear objectives. Amid continuing high demand, there is also the challenge of finding the time and breathing space for team development and reviewing performance.

How we can support you

Building and embedding a team-based culture is an integral part of NAPC's approach to workforce redesign. It is the essential next step once population health needs have been determined, care functions agreed, and the right skill mix developed.

Our PCH faculty, which includes organisational development (OD) experts, provides bespoke support according to a PCN team's needs, challenges and



NAPC supported our newly formed, place-based, health and care partnership team to start the process of clarifying purpose, vision and expected outcomes. This has been an empowering process giving ownership for the project to the whole team in the locality.

Pippa Gilbert, Clinical Lead - Emotional Health and Wellbeing, Northampton Healthcare NHS Foundation Trust



opportunities. In most cases, they work with leaders to bring their teams together to discuss group values and behaviours, agree the team's purpose and objectives and the key elements that are important for successful collaboration including understanding individual roles and contributions. Faculty members can provide coaching for a short period as teams get started on their journey enabling them to have constructive debates and accelerate progress. In some cases, teams opt for support from our PCH community of practice who're facing similar challenges.

As part of the NAPC approach, we are using Affina OD's Team Journey tool. Founded on the evidence from Professor Michael West's research, this is a team assessment and development tool, which supported by NAPC expertise is now an integral element of the support package we offer primary care networks.

The tool guides team leaders through three key areas that are essential for high performing teams:

- **Team structure** – purpose, objectives, roles and context
- **Team processes** – decision making, communication, debate and reflection time
- **Team differences and behaviours** – valuing difference, constructive debate, challenging bias and building stronger relationships.

This is also combined with our NAPC leadership approach based on evidence from PCHs and international research which demonstrates that team leaders who enable and empower colleagues are more likely to be successful. PCHs have flourished from practical leadership with an organic, rather than mandated approach, where plans have emerged through a process of engagement and creating a safe and trusting environment.

Research shows there are big differences in the performance of organisations with effective team working on innovation, productivity, staff wellbeing and engagement as well as on quality of care, patient satisfaction and the number of safety issues and errors.

Our expertise

NAPC are the architects of the primary care home model – the original primary care network (PCN) which has informed national PCN policy. There are more than 240 PCH sites across England, covering 10 million patients. NAPC has worked with STPs and ICSs spreading the model to one fifth of the health and care system. We have a growing PCH faculty of more than 50 primary care and PCH experts including clinicians with hands-on expertise of delivering primary care at scale. Through this unique faculty, we can share and spread best practice from around the country. Many PCH faculty members have held senior leadership positions within the health and care system or have significant experience of working and supporting leadership development across the NHS.

Get in touch

For further information about how we can support your primary care network, please contact us:

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PCNs and all the other agencies and communities involved must to work together effectively as real teams - that means they need to have a clear vision of the work they are doing in terms of how it will benefit people in communities they serve

*Professor Michael West,
Affina OD*

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