**GPN Leadership for Quality Programme Content and Outcomes**

The General Practice Nurse Leadership for Quality programme has been developed in line with NHS E and HEE Leadership criteria and expectations in conjunction with General Practice Nurses to ensure the materials are relevant to current practice. The programme will expose GPNs to:

* Concepts and theories of leadership, individual leadership style
* Emotional intelligence; leading self and others, personal resilience
* Compassion in Practice and Leading change; adding value: Values and attitudes, person centred actions
* The New NHS, Five Year Forward View, Leading change-the NHS Change Model
* Integrated working; effective teams; partnership and multidisciplinary working
* Quality and continuous quality improvement
* Risk and governance-mechanisms for improving and measuring; early warning systems, CQC 5 domains
* Leading and influencing; understanding and managing conflict, respectful challenge
* Political awareness and influence, business awareness and development

The GPN leadership for Quality programme focuses on professional mobilisation, developing capacity and capability of GPNs to drive up quality and safety through developed leadership skills.

An overview of content can be found in appendix 1.

**Overall, the aims/outcomes of the programme are:**

* Increase the leadership capability of GPNs who for a long period of time have worked in isolation, unlike their peers in secondary care who have access to continued professional development.
* Mobilise and motivate a workforce who remain critical to the provision and co-ordination of an integrated approach to quality care - ultimately our goal across Health and Social care
* Challenge and influence cultural, attitudinal and behavioural elements for individual
* Build the confidence and competence of GPNs to contribute to local strategic discussions and development of integrated ‘wrap’ around services for patients.
* Develop innovative/creative and strategic thinking
* Further develop skills to impact on quality care/practice
* Attract newly qualified nurses into this particular area of the profession, stimulating new thinking, challenging existing practice and future proofing an increasingly ageing workforce

The **specific outcomes** below will be measured through internal and external evaluation.

Each participant will:

* Have a greater understanding of their self by gaining knowledge of theories and undertaking a series of self-assessments during the programme
* Undertake the Leadership Academy self-assessment and develop a plan against the competencies
* Understand and map their leadership journey and develop a comprehensive development plan for themselves
* Enhance individual confidence and competence to take back to practice to continue to develop both themselves and the team
* Explore and further develop their understanding of the values associated with the national nursing strategy ‘Leading Change, Adding Value’ and be able to demonstrate how they have personally added value and identify actions to take back to practice
* Understand range of leadership theories, models and behaviours and how to use this within in their workplace
* Be able to demonstrate how effective leadership underpins their role and how to make a positive impact for the benefit of patients, staff and the wider system
* Be able to identify, understand and work with their stakeholders
* Develop skills to positively influence including colleagues, managers and the wider health and social care teams
* Understand politics in leadership and learn to identify and respectfully challenge
* Demonstrate the ability to develop personal and team strategies for resilience and maintaining momentum during times of change
* Be able to identify key methods and skills in quality improvement methodology
* Have increased understanding of the NHS change model, levers and opportunities for focusing on the triple aim; care quality, health and wellbeing and funding and efficiency
* Undertake a work-based change project which will positively impact on practice, sharing this in a show case event at the end of the programme
* Access a mentor and develop a Personal Development Plan and professional support networks

**System outcomes:**

Participants will:

* Contribute to the integrated system changes by becoming connected with local action groups and plans
* Understand more about PCN’s, raise awareness of opportunities that the PCN brings
* Have increased confidence to contribute to actions and improvements wider than their own practice
* Understand the 10 point plan, the local actions and how to deliver in their own practice
* Raise the profile of practice nursing, be part of or lead actions for sustainable GPN workforce
* Demonstrate greater leadership competencies in the workplace, assessed through appraisal and local goals

**Programe content (please note that the programme has been updated for a ‘blended’ delivery model which includes face to face, virtual on-line and self-study and workshops are now split into shorter sessions as indicated in your fellowship timetable)**

**Workshop 1**

**The art and the ‘heart’ of leadership**

* Getting to know each other
* Our pledge
* Setting the context
* Leading Change; Adding Value
* Exploring the concept of leadership qualities and styles
* Theories of leadership
* Learning styles
* A personal journey
* Reflections and evaluation

**Workshop 2**

**Personal Effectiveness**

* General Practice – Developing confidence, capability
* and capacity and personal journey
* Emotional intelligence – leading self and others
* It’s a Zoo around here!
* NHS Leadership Model
* Bringing it all together
* My personal development plan
* Leadership in partnerships and multi-disciplinary working
* Reflections and evaluation

**Workshop 3**

**The capable leader**

* Litigation and the GPN
* Regulation: CQC and the GPN
* Personal resilience
* Insights Discovery
* Reflections and evaluation

**Workshop 4**

**Strengthening Quality**

* Quality, risk and governance
* Staff capabilities and culture
* Systems and processes
* Quality assurance in partnerships
* Improving outcomes, using learning
* Reflections and evaluation

**Workshop 5**

**Policy and influence**

* Political awareness
* Using political levers
* Managing conflict
* Influence and negotiation
* Respectful challenge
* NHS Change model
* Service development- Understanding General Practice as a business
* Reflections and evaluation

**Workshop 6**

**Winning your case for change/improvement, reflect and forward plan**

* Dragons Den: presentation of group change/quality improvement to expert panel
* Reflecting on learning from programme
* Forward plan future development
* Quality Project
* Reflections and evaluation

**Leadership in Quality Project**

* Be 2500- 3000 words long
* Summarise the aims and objectives of the project & whether these were achieved
* Describe what the project entailed
* Detail how the project has contributed to improved service and outcomes for people, both in terms of service users and staff
* Identify how your project aligns with ‘Leading Change; Adding Value, GP Forward view and local planning
* Identify if supports delivery of one or more of the 10 point plan
* Provide reflective analysis of how learning from the programme has contributed to the project
* Reference which of the leadership competencies have been evidenced

Share with manager; mentor and programme leads – within 2 months of programme end and

 Should include:

* Summary of the project
* How learning from the programme contributed
* How the project has contributed to improved service and outcomes for people
* Reference to which of the leadership competencies have been evidenced, how aligns with ‘Leading change; Adding Value’ triple aim and GP Forward view
* A Leadership Programme certificate will be awarded as recognition of continued professional development in this field.
* Certificates are only provided to participants who have completed the project

**Celebration and show case event**

**Evaluation**

Regular review and feedback of the programme will take place after each workshop. Evaluation will take place at the end of the programme and a post programme evaluation 6 months later in September 2019