

# Triumvirate Programme

## Triumvirate Primary Care Leadership and Change Agent Development Programme 2020

At present, there are significant expectations on the ability of primary care to transform itself to meet the future needs of patients and populations. Policymakers and commissioners are driving forward new organisational forms, new collaborative arrangements and alliances, and new ways of working in order to address ever-increasing demands on general practice.

The call for transformative change emerges on top of considerable existing pressures on community-based health and social care services. Constraints on resources pose a challenge to maximise clinical improvement capability, and create obstacles implementing talent management strategies which recruit and retain the right staff to work within these services. These are complex problems which require sustained, multi-dimensional approaches, maintaining a focus on improved outcomes for patients delivered through effective, high quality care. According to the *Developing People - Improving Care Framework* (December 2016), a key element required to negotiate these forthcoming challenges will be the building of leadership capacity and capability in general practice alongside its wider neighbourhood/locality team, developing leaders who work beyond the constraints of organisational boundaries.<sup>1</sup>

Over the next few years, primary care will undergo radical changes catalysed by broader societal transformation such as an ageing population, continuously developing technologies, the need for improved health outcomes, and changes to employ-

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<sup>1</sup> *Developing People - Improving Care: A national framework* (2016) p. 8  
[https://improvement.nhs.uk/documents/542/Developing\\_People-Improving\\_Care-010216.pdf](https://improvement.nhs.uk/documents/542/Developing_People-Improving_Care-010216.pdf)

ment culture. The NHS Long Term Plan envisions a movement towards models of preventative care, innovation in clinical practice such as 'digital first' primary care, changes in recruitment and retention strategies and greater collaboration through Primary Care Networks (PCNs). All of this and more will present leadership challenges for those working in primary care.

Primary care leaders will not only need to understand and prepare for the effects of these major changes within their services, but will also need to work more collaboratively across networks and systems to provide fully 'joined-up' care, develop the vision to design future services, and become more effective in leading their teams to improve the quality of care and overall health and well-being of their local communities. Building on the aims set out in *Developing People: Improving Care*, the need for greater leadership development provision for those working within primary care has been made clear in successive national policy documents, including *The NHS Long Term Plan* (January 2019) whose ambitions include innovation to shape the roles of primary care staff,<sup>2</sup> increasing accessibility to training and development opportunities for the primary care workforce,<sup>3</sup> and improving retention by ensuring staff receive the development and career progression that they need.<sup>4</sup> The *Interim NHS People Plan* (June 2019) makes a further case to empower staff to work within multidisciplinary teams which foster integrated primary care and community services, advocating for the development of resources to support primary care leaders to 'collaborate across traditional boundaries'.<sup>5</sup>

Primary care is a complex landscape and there are multiple agencies and stakeholders involved. **The Triumvirate Programme** offers an innovative approach to enable multi-professional teams to learn and work together, delivering a positive impact for the individual, team, practice, and wider locality.

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<sup>2</sup> The NHS Long Term Plan (2019) p. 78

<https://www.longtermplan.nhs.uk/wp-content/uploads/2019/08/nhs-long-term-plan-version-1.2.pdf>

<sup>3</sup> p. 80

<sup>4</sup> p. 85

<sup>5</sup> *Interim NHS People Plan* (2019) p. 19

[https://www.longtermplan.nhs.uk/wp-content/uploads/2019/05/Interim-NHS-People-Plan\\_June2019.pdf](https://www.longtermplan.nhs.uk/wp-content/uploads/2019/05/Interim-NHS-People-Plan_June2019.pdf)

## What does Triumvirate achieve for your practice?

The innovative Triumvirate primary care leadership and change agent programme is designed to enable a team of three multi-professional practitioners from your primary care practice to become a collaborative team of change agents. The leadership and improvement tools and resources you will gain during the programme will enable you to thrive as you face challenges of change, transform systems/processes, and create an enhanced collaborative team approach within your organisation and beyond.

The science of how this is achieved begins with the three primary care leaders themselves, developing them together to become your cohesive collaborative change agent team. The programme will engage them in applying the learning and change toolkit with wider practice colleagues so that your entire organisation becomes part of this programme and benefits from the same learning.

The ultimate return on investment for your practice is not only in transforming the individuals on the programme and your wider practice colleagues, but also in advancing a collaborative organisational change project of your choice, which will focus on sustainable transformational change and help you to prepare for the demands of the future, meeting the *NHS Long Term Plan*'s vision of 'genuinely integrated teams.'<sup>6</sup>

## How will Triumvirate achieve this for us?

**The power of three:** The Triumvirate concept is unique in that it brings together three different health professionals from your practice including a Medic, Clinician and Manager (i.e. GP, Practice Nurse and Practice Manager), or equivalents in wider primary care organisations. They will develop as leaders of change both individually and as a 'tri-leader' team, practically applying their learning to transform organisational culture in collaboration with your wider practice colleagues.

**Your change-science toolkit:** Participants will gain access to evidence based and practical tools and techniques that increase their insight about themselves and each other. They will use the toolkit to build practice-based relationships and deliver a service improvement that has impact during and beyond the programme.

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<sup>6</sup> *NHS Long Term Plan* (2019) pp. 6-14

**Practical project work:** Participants work together on a common transformation project that is relevant to advancing your organisation, allowing them to demonstrate tangible return on investment for their time taking part in the programme.

**Engaging the wider practice in the change:** The improvement science tools and techniques shared during the programme are specifically chosen and taught in a practical way. This allows your triumvirate team to replicate these and so enables your wider organisational colleagues to feel part of the programme.

**Networking, sharing practice and peer support:** The programme is built around a strong foundation that enables participants to network, share best practice and offer peer support between practices both during and after the programme finishes.

**Workshop and project work structure:** The programme is designed to enable participants to gain new leadership and change agent skills during workshop learning days, and then go away to apply these to your change project and share them with wider practice colleagues so that everyone in your practice benefits from being part of the programme.

### **What content does Triumvirate cover?**

Triumvirate will utilise six workshop days to equip your change team with the personal development, team development, and improvement science toolkit needed to progress your organisational change project:

Day 1: Self-insight and building relationships

Day 2: Leadership and leading transformational projects

Day 3: Leading through change

Day 4: Coaching conversations

Day 5: Building effective teams

Day 6: Presenting with impact

### **When will the programme take place?**

Dates for cohort one:

- 15 January 2020
- 11 February 2020
- 11 March 2020
- 8 April 2020

- 6 May 2020
- 4 June 2020
- 15 July 2020 – Evaluation event

The evaluation event (15 July 2020) enables cohorts to come together to share their learning, create a wider peer support network and plan for their future change initiatives. It also gives us an opportunity to capture data for evaluation purposes.

The programme takes place at venues in Leeds which has excellent access routes from across the region.

### **Who should we send from our practice?**

The programme is open to General Practice, Dental, Pharmacy and wider primary care teams who believe they will benefit from being part of the programme and who are ready to embrace organisational change.

You will need to identify three multi-professional individuals from your practice organisation to attend (Medical, Clinical and Managerial – i.e. GP, Practice Nurse, Practice Manager or your equivalent).

These individuals should be in a good position to become your organisational change agent leadership team, and will be ready to develop individually as leaders, work together as a supportive team, and then apply their newly developed skills and transformation toolkit with your wider practice colleagues so that everyone in your practice benefits from the programme.

### **How much does it cost?**

Places are funded but this does not include costs relating to travel or backfill.

### **How to apply?**

Please fill out the expression of interest form here:

<https://healtheducationyh.onlinesurveys.ac.uk/triumvirate-programme-eoi>

### **Want to learn more?**

Watch this video to learn more about the programme in just over three minutes.

<https://www.youtube.com/watch?v=pRzrB5HAclI>

Watch this video to view our 2019 Celebration Event in the North East of England

<https://youtu.be/onBG4YQK9HI>