THE WELL-LED PCN

Teams & Leadership

Well-Led PCN Review: Highcroft PCN

81%

Responses to date: 6 leadership team and 12 wider PCN responses

Executive summary

Your team received a good review.

Your overall score was **81%**. This is the average of your leadership team's self-assessment and your wider team's assessment. Your score puts you around the mid-point score in our research database. You have the potential to get into the top 10% of team scores.

Discuss the areas you'd like to improve on, click on the recommended exercises and push yourselves to get into the top 10% of team scores.

What's in this report

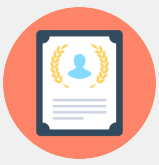
* A detailed PCN analytic, benchmarking your team against other PCNs.
* Your signature strengths and challenges as a team.
* A list of development needs pinpointed by your PCN team.
* Links to our recommended exercises based on your report.
* Comments from people who completed the questionnaire.

Resources to use alongside this report

Team Leader's Guide

A practical guide with all you need to feel confident about running a 'review & improve' session with your team.

Team Leader's Guide



Expert Guidance

Comprehensive briefings on the skills you need to transform your leadership skills and your team's performance.

Expert Guidance

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How to use this report

Step 1: Circulate the report with your leadership team.
Ask people to consider: What themes have been brought out? What do your staff say, and is it aligned to your thoughts as a leadership team?

Step 2: Click the links in the report to the recommended exercises, or browse the Expert Guidance section to find out more about your suggested areas of development.

Step 3: Meet as a leadership team, and talk together about your report. Review and agree together what you would like to work on. Agree actions based upon the areas for improvement identified in your PCN Review. What are your improvement priorities as a PCN? How will you measure the success of any changes?

Step 4: Complete the Action Plan page to document and evidence your plan.

Step 5: Share the PCN Review and Action Plan with the wider PCN and tell them what you're doing in light of it. Arrange to talk to those people who you'd like to involve the change.

Step 6: Set a date to review progress.
Repeat the PCN Review to evaluate the success of any changes. Minimum once a year, more often if required.

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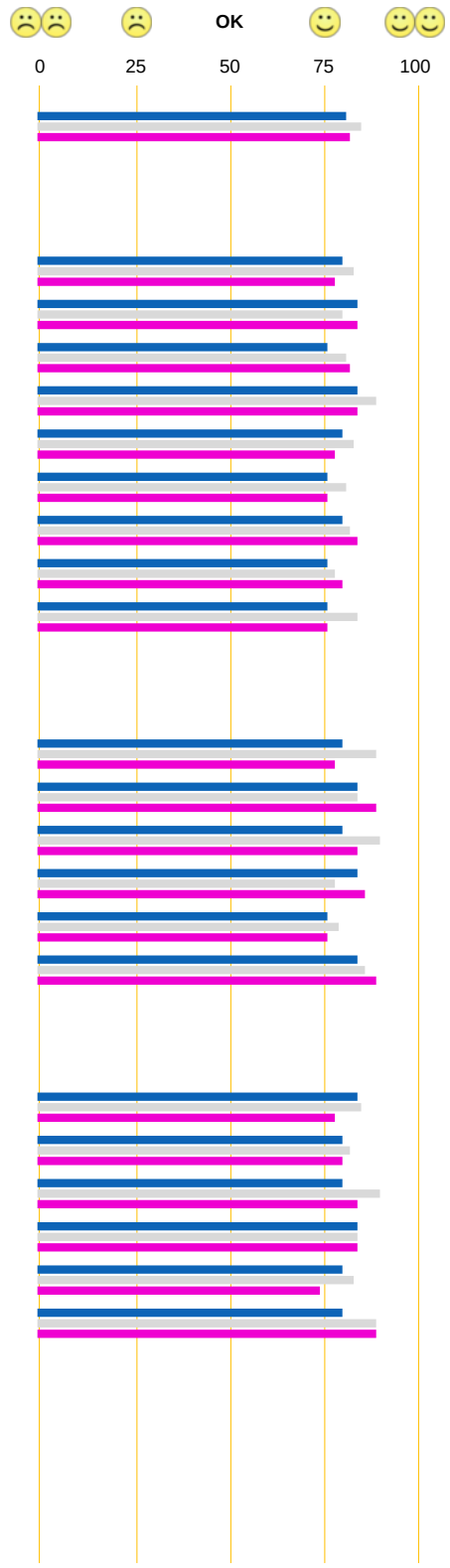
Your Detailed PCN Profile

	Leaders	Database	Wider PCN
Your overall rating	**80**	**84**	**81**
Vision, Strategy & Culture			
Clear about vision, values, and strategy	79	82	77
Positive and proud to work in this PCN	83	79	83
Actions and priorities agreed	75	80	81
Share moments of lightness and humour together	83	88	83
Talk openly about our mistakes	79	82	77
Encouraged to share my view	75	80	75
Fair treatment in the team	79	81	83
Views respected and valued	75	77	79
We provide a safe space for people to share their views	75	83	75
Learning, Innovation & Improvement			
Decisions based on data over opinion	79	88	77
Perform well under pressure	83	83	88
Respond well to failure	79	89	83
Achieves its targets	83	77	85
Consulted about changes	75	78	75
Look to grow, improve and innovate	83	85	88
Roles & Responsibilties			
Resources allocated to the right priorities	83	84	77
Plan well as a PCN	79	81	79
Clear about line management, roles, responsibilities	79	89	83
Decisions are made well	83	83	83
Effective team meetings	79	82	73
We don't micromanage our staff	79	88	88



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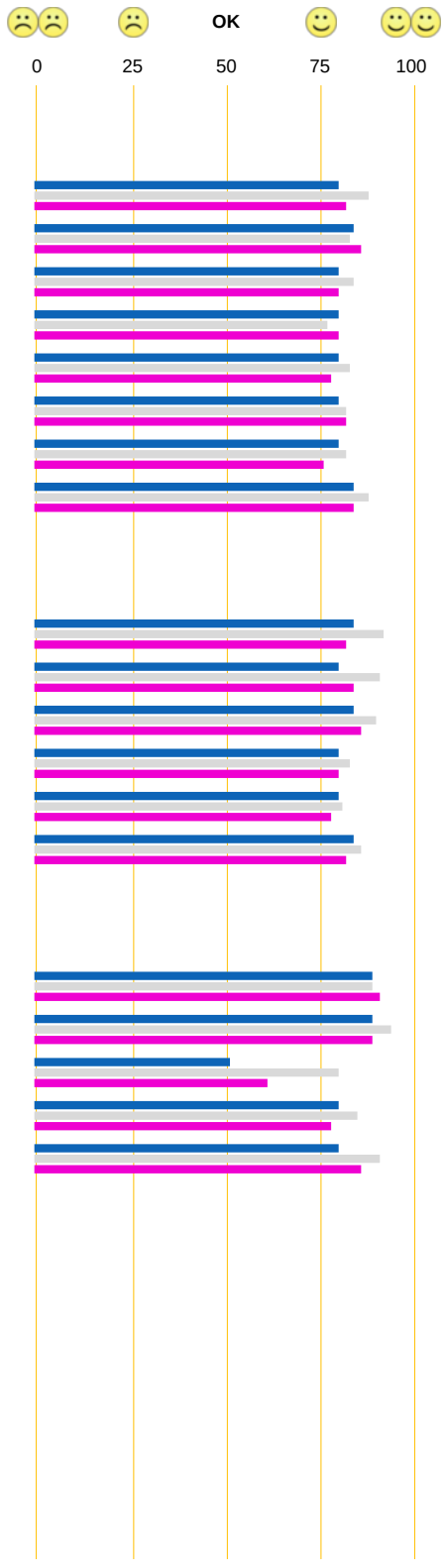

	Leaders	Database	Wider PCN
Values, Culture & Inclusivity			
Open and transparent team communication	79	87	81
We try and inspire those around us	83	82	85
We do what we say we will do	79	83	79
Action to address behaviour and performance	79	76	79
Valued by the PCN	79	82	77
Handle difficult conversations well	79	81	81
Balance of voices in team discussions	79	81	75
Leadership skills & credibility	83	87	83
Safety, Openness & Honesty			
Mistakes are raised openly and honestly	83	91	81
Significant events are investigated well	79	90	83
We learn well from mistakes	83	89	85
Team members challenge each other constructively	79	82	79
We solve problems systematically and well	79	80	77
Responsibility taken when something goes wrong	83	85	81
Collaboration & Partnership			
Works well with external bodies	88	88	90
External colleagues treated with kindness and respect	88	93	88
Conflicts of interest	50	79	60
Sharing relevant information, internally and externally	79	84	77
I would recommend this PCN	79	90	85

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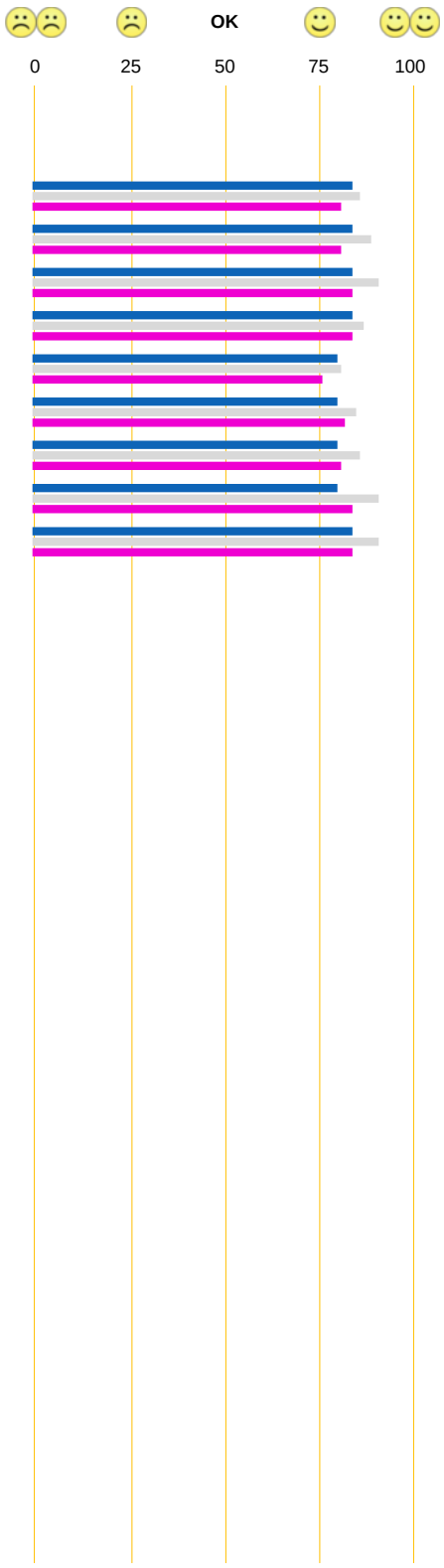
Support, Supervision & Development

	Leaders	Database	Wider PCN
We delegate appropriately	83	85	80
Meeting staff learning and development needs	83	88	80
Staff wellbeing and support	83	90	83
Team thanked for their work	83	86	83
Enough qualified, skilled and experienced people	79	80	75
Make the most of staff skills	79	84	81
Levels of trust in the PCN	79	85	80
Approach to appraisals is supportive	79	90	83
Staff offered a suitable annual appraisal	83	90	83



This score is in top 10% of scores in the database

score is in bottom 10% of scores in the database

A '-' indicates that the item was not included in the questionnaire for these respondents.

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Your Signature Strengths

The leadership teams's view - highest 4 scores (see previous page) as rated by the leadership team:

- 88% We all treat colleagues from other organisations with kindness and respect
- 88% Our team works well with other teams such as federations, other PCNs, ICBs etc
- 83% We offer staff a suitable annual appraisal
- 83% The PCN has a track record of achieving the targets it sets itself

The wider PCN's view - highest 4 scores (see previous page) as rated by the wider PCN:

- 90% Our team works well with other teams such as federations, other PCNs, ICBs etc
- 88% The PCN learns, innovates and improves in creative ways
- 88% I'm not micromanaged
- 88% We all treat colleagues from other organisations with kindness and respect

Your Challenges

The leadership teams's view - lowest 4 scores (see previous page) as rated by the leadership team:

- 50% Conflicts of interest are identified and openly discussed
- 75% Our development actions and priorities have been agreed by all PCN members
- 75% We encourage all PCN staff and member practices to share their views
- 75% We respect and value all opinions, and different perspectives, including less popular views, are welcomed

The wider PCN's view - lowest 4 scores (see previous page) as rated by the wider PCN:

- 60% Conflicts of interest are identified and openly discussed
- 73% Team meetings are effective and their purpose is clear
- 75% The PCN has enough qualified, skilled and experienced people
- 75% I feel able to share my opinion and that the PCN leadership team take it on board

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Suggestions for Development

The questionnaire asked each respondent to pick up to three areas for the team to prioritise for development.

Leadership teams's suggestions for development:

The list below show areas that were picked by more than one leadership team member:

4 votes Conflicts of interest
Recommended team exercise link: Transparency

Wider PCN's suggestions for development:

The list below show areas that were picked by more than one member of the wider PCN:

6 votes Conflicts of interest
Recommended team exercise link: Transparency

5 votes Consulted about changes
Recommended team exercise link: Consulting and delegating

4 votes Balance of voices in team discussions
Recommended team exercise link: Improving team dynamics

4 votes We provide a safe space for people to share their views
Recommended team exercise link: Psychological Safety

4 votes Handle difficult conversations well
Recommended team exercise link: Managing challenging behaviour

4 votes Team members challenge each other constructively
Recommended team exercise link: Giving Feedback

3 votes Enough qualified, skilled and experienced people
Recommended team exercise link: Clarifying roles & responsibilities

3 votes Effective team meetings
Recommended team exercise link: Effective team meetings

2 votes Meeting staff learning and development needs
Recommended team exercise link: People development

2 votes Plan well as a PCN
Recommended team exercise link: Clarifying objectives

2 votes Clear about vision, values, and strategy
Recommended team exercise link: Clarifying objectives

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2 votes Responsibility taken when something goes wrong

Recommended team exercise link: Leading by example

2 votes Valued by the PCN

Recommended team exercise link: Inclusion

2 votes Team thanked for their work

Recommended team exercise link: Empowering people

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What do you think your strengths are as a PCN team?

Leadership team members say:

"We are considered to be one of the most forward thinking PCNs in our area and our CD is well respected for all of the work they did in setting up the hubs etc

We've come up with some innovative stuff pretty quickly

The ICB comes to us when they want us to pilot something because they know we'll just get on and do it

We work well with our federation (helps that it's essentially the same people wearing a different hat)

We moved pretty quickly on IT integration between practices "

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What do you think your strengths are as a PCN team?

Wider PCN team members say:

"We are very forward thinking

Our patients get a great service

We've managed to come together to do some amazing work pretty quickly e.g. in covid with the hubs etc

The ARRS staff that we have recruited are brilliant - don't need much support and our genuinely helpful with our workload.

I feel that our meetings are fun, light hearted and almost like a social catch up, which is lovely "

"Good levels of experience and wide networks in the region and beyond. "

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What do you think you could do better as a PCN team?

Leadership team members say:

"Conflicts of interest is a bit of a sticking point. We have OK levels of trust, but if this were to be eroded any more then the COIs would become an issue I think.

We need to communicate more about our accounts - we have a lot of money coming in now and I don't think it's enough to just sit down once a year when the accounts are done.

Some member practices are really difficult to engage with - they complain about not being involved but then rarely show up to meetings or answer emails.

We try to support the ARRS staff which is hard because they work across different sites that all expect slightly different of them. They have their 'favourites' but I'm not sure how to address this with the 'less favourite' practices.

I'd like my development needs to be supported more - I generally cram CPD events into my own time.

I had an appraisal this week and it wasn't massively supportive

We'd love to have more ARRS staff - it's hard to find them and then also hard to retain them!

None of us really have great chairing skills so meetings tend to get derailed and dominated by a few. We think we might start getting an independent chair in. "

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What do you think you could do better as a PCN team?

Wider PCN team members say:

"Communication is an issue - things happen so quickly that sometimes we find out about something after a decision has been made. I get that decisions can't always wait for a meeting, but they can still be communicated when they happen

PCNs have only been around for a few years, and we have such little resource and expertise that I don't think it should be expected to have the same levels of governance as other organisations.

I honestly don't have much of a clue as to what's going on in our PCN.

I'd like more communication from the manager and CD - we aren't in the loop enough about what's happening.

Our meetings aren't great - need more structure, proper chairing etc

We could all be more unified in how we use the ARRS staff.

It's harder to build relationships with the different practices as I don't have a 'home' and I move around most days.

I think we should socialise a bit more - we really don't know that much about each other.

There are a few people who dominate the conversations and get what they want. I prefer to consider things in advance but often our meetings don't have much of an agenda so I can't prepare as much as I'd like.

I feel like some of the practices really value me - buy me gifts, invite me for coffee etc - and then a couple of others just see me as a commodity to pass difficult work to and they never come out and actually say hello to me

"

"Navigate conflicts of interest more effectively. "

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