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**London  
South Bank  
University**

# **Leading and Managing Federations**

A Programme for Board Level Directors  
of Federations

**London South Bank University are at the cutting edge of development in Primary Care. This new programme offers a timely and much needed development experience for the leaders in General Practice Federations to consider their strategic leadership role in the future and offers a step change in the personal development of the leaders themselves.**

## Background

GP Federations are now accepted as the new form of collaboration between practices. They operate in a range of relationships from alliances, partnerships, networks, to joint ventures (BMA 2018), and have a number of roles. Their primary purpose is to add value to member practices, and generate collaborative quality delivery of primary care services. They do this as member organisations.

Much of the guidance for Federations is on the structure, the legal and financial frameworks, the communications and the ideas into action (NHS England 2016); but there is very little on how Federations can organise themselves, or guidance on governance frameworks.



### **Federations are undertaking a range of roles:**

- Helping develop trusting relationships between member practices
- Managing demand and capacity in practices
- Providing services for and on behalf of member practices
- Premises and infrastructure back office functions
- Spreading best practice between practice teams
- Development of quality and safety systems
- Sharing and avoiding duplication of work
- Sharing staff expertise
- Education and training
- Developing new models of care
- Liaising and improving services with secondary care
- Engaging with the local population through range neighbourhood schemes and locality working
- Critical engagement with the local health economy through STPs
- Disruptive role in the system

This requires the Federation leadership to continually refresh their strategic offer working on behalf of members. This offer includes securing grants and contracts for work, and/ or delivering new 'at scale' approaches, alongside working strategically to secure better quality primary care locally.

Leaders of Federations need to develop their skills and understanding of the different approaches to working collaboratively across the system, working on behalf of member stakeholders, whilst keeping a focus on the needs of citizens.

With this in mind, this programme is offered to enable GP Federation Directors to develop the skills to secure effective governance and strategy within their Federation. The programme will secure further understanding of the role of a board members and how board members can best engage with their colleagues and network members. It will also provide a timely networking opportunity and structured look at the varying practices of other Federations and invitation to learn from each other.

This programme further enables the development of capability, and capacity in and amongst Federations using a range of theoretical models, practical tools, data and techniques.

## Who is this programme for?

This programme is aimed at Federation Directors/ Management Teams/ Federation Board members/ managers/ GP partners seeking to contribute to the development of their Federation.

## Learning outcomes

### **The programme will develop participants:**

1. Capability in the core responsibilities of Directors in Federations in terms of governance, ethical decision-making and collaborative leadership
2. Skills in engagement of members as stakeholders and owners
3. Consideration of effective leadership in their context and the development of their leadership style
4. Understanding of the importance of patient/ citizen engagement in service development locally and consider the practical ways to achieve this
5. Understanding and work with networks to consider and develop Innovation in primary care.
6. Capacity and confidence to gather and use appropriate data and evidence for systems change and for using developing technology in that process
7. Personal and organizational capacity for Influence/innovation
8. Understanding of the role GP Federations have in the wider system, and the shared responsibility they have with commissioners and other providers for the appropriate use of funds and resources

## A learning community of Federation leaders

The programme will contribute to the development of a network/community of thought leaders in GP Federations and Primary Care services in relation to whole system re-design and delivery.

The programme will provide a safe learning environment where participants can explore, discuss, share and decide on good practice with colleagues supported by first class health leadership development practitioners.



## Learning style/method

### This programme will:

- Challenge Federation leaders to think differently
- Provoke thinking and action with frameworks and models
- Utilise real data and real issues as part of the learning process
- Support learning from experiences so far from GP Federations

### Programme elements:

The programme consists of 5 one-day modules and an online resource:

#### Core themes:

- Understanding current and future drivers of high performance in primary care
- Developing/building culture, embedding values, new startup business mentality
- Organisational, team and personal resilience
- Organisational effectiveness in terms of responsibility, accountability, and decision-making, alongside robust core business processes.
- Leadership - and different aspects of leadership including leading as peers
- Linking individual behaviours with organisational purpose
- Critical challenge, giving and receiving feedback, and observation skills
- Building case for change through use and capture of evidence
- Understanding GP Federation Boards, and the roles of Federation Leaders

*These themes run through each module.*

#### Core Components:

- Workshop group learning; topic related theory presentations, discussions, examples and simulations.
- Informal peer learning is a critical part of the programme, and participants will work in pairs, small groups and other forms of peer learning techniques. This workshop builds relational leadership skills, enables delegates to develop communication skills, shared understanding and contextual relevance in delivering their goals. It supports the reframing of issues and situations and new ways of thinking.
- Leadership Exchange/Visit – Each GP Federation Leader will spend half a day with another Federation Leader from a different Federation to observe and learn from one another's Federations.
- What's app group/Linkedin group – to share ideas, and build a network for Federations.
- Online portal with materials, articles, and other learning resources – which can be accessed during and after the programme.
- Access to the latest thinking and speakers including optional London Primary Care Quality Academy Conference – a free place at the bi-annual conference.

## Overall evaluation

Faculty with Federation sponsor/group will design a before and after impact survey for delegates and incorporate into a report of the programme's first cohort "Outcomes and quality assessment".

## Outline Programme with indicative content of the five modules:

The Module Structure is based on "the five minds of a leader" (Mintzberg & Gosling (2003). This offers a helpful structure that unfurls a thinking / behavioural / relational approach to leadership which is both useful at a personal level, and provides a simple framework from which to cover a range of contextual bases for Federations.

### Module 1 (Day 1) *The Reflective Mind-set*

#### Influencing primary care, purpose, and modes of organising

Primary Care and its place in the system:

- Understanding current context and surroundings and unique contribution of Primary care to our system of health prevention and treatment.
- The work of GP Federations (umbrella/membership) – choosing the work/working at scale
- Modes of Organising – club v network, understanding effective processes of influencing service design in primary care
- What's my role as a GP Federation Leader?
- Organisational, team and personal resilience
- Key Leadership Principles (1)

### Module 2 (Day 2) *The Collaborative Mind-set*

Working together - engaging members, citizens/patients/public and the wider primary care workforce

- Team resilience
- Leading as Peers
- Board Performance and Dynamics exercise briefing – Undertaking GP Federation peer Board/ senior team observations within fellow delegates organisations
- Key Leadership Principles (3)

### Module 3 (Day 3) *The Analytic Mind-set*

#### Leading Future Quality and performance in Primary Care

- Personal Resilience
- Leading Quality in Primary Care.
- Using Data for decision making and service redesign in primary care
- Business Resilience (HR, Audit, Business planning, team resilience / back office functions)
- Key Leadership Principles (2)

#### Module 4 (Day 4) The Worldly Mind-set

##### Looking into other worlds and parts of the system - engaging stakeholder and building functional relationships, and engaging

- Organisational resilience
- Primary care from another paradigm
- Engaging Members and Generating Value.
- Engaging the wider primary care workforce
- Important bodies and partnering with our stakeholders, NHS England, CCGs, STPS, LMC, CQC, Acute/communities
- Stakeholder relationships/engaging patients/public
- Key Leadership Principles (4)

*Federation Leaders – Leadership Exchange/Visit – Half – one day at each other's Federation – to observe / peer learning.*

#### Module 5 (Day 5) The Action/Catalytic Mind-set

##### Pulling it all together – Leadership, Boards, and Governance in Federations

Federation Leadership:

- Ensuring our governance structures are fit for our purpose – to do right thing for patients and patient journey.
- Governance and ethical decision-making
- Group dynamics – Leaders and Leadership in Primary Care (including being a board member)
- Key Leadership Principles (5)



## Logistics

### Charge/costing

£1750 per person. Discount at 10% for additional people from the same organization. Capacity 25 participants.

### Legacy/Alumni/Follow on

Successful delegates will join the LSBU Federation Leaders Network after the programme completes with a hub (online) and learning resources, network meetings etc. as part of HSIL Primary Care Quality Academy.

### Venue & Timings

- The programme takes place at RCGP, 30 Euston Square.
- Each module day runs from 10.00 – 17.00 (including lunch).
- Dates: 21st March, 10th April, 16th May, 13th June, 10th July.
- The Leadership exchange will be set and supported by LSBU and organized by paired delegates on the programme. It is a mandatory part of the programme.

Week/Date	Learning Activity	Duration	Venue
21st March	Module 1	1 day 10am – 5pm	RCGP/ 30 Euston Square
10th April	Module 2	1 day 10am – 5pm	RCGP/ 30 Euston Square
16th May	Module 3	1 day 10am – 5pm	RCGP/ 30 Euston Square
13th June	Module 4	1 day 10am – 5pm	RCGP/ 30 Euston Square
	GP Federation Leaders Leadership Exchange/visit (half – one day in each other's GP Federation)	2 x half days	GP Federations
10th July	Module 5	1 day 10am – 5pm	RCGP/ 30 Euston Square

## Health Systems Innovation Lab Team:

- Jane Keep (Lead & co-facilitator)
- Jim Hanbury (co-facilitator)
- Becky Malby (Speaker)
- Nick Downham (Speaker)

Other speakers from LSBU Faculty + other guest speakers from Federations/GP/ RCGP  
Supported by the Health Systems Innovation Lab Admin



### Jane Keep

Jane Keep is an Organisational Development Professional specialising in Executive and Board Development, Leadership Development, Team and Individual Coaching, Staff Engagement, and Health, Wellbeing and Resilience for Leaders and Staff, and Organisational Change in the NHS. Jane has worked with the NHS for 39 years including as Head of Organisational Development in two large acute NHS Foundation Trusts (both with over 5,000 staff), working to board level, in addition to undertaking 18 years of freelance projects/short term/interim contracts in the NHS. She has worked extensively with boards, Non-Executive and Executive Development. Jane has worked in all NHS settings, acute, primary care, specialist hospitals, at strategic and at a national Level in the Department of Health, for the Kings Fund, and the NHS Confederation. Jane has also worked with parliamentary select committees, and on national policy, as well as working with healthcare professionals in Hong Kong and Europe. Jane's work in recent years as an Associate with the Health Services Innovation Laboratory at London South Bank University includes being a member of the Darzi Fellowship Faculty, as well as having recently contributed to a project with a GP Federation. Jane also currently works part-time as an Organisational Development Business Manager in an NHS organisation in London, and is a Governor for an Acute Trust in London.

Jane has also worked in Further Education, Local Government, and Not for Profit organisations as a freelancer/sub-contractor, and in recent years undertaken short projects within the 'Start up' sector. Jane is also a Trustee on a National Charity, in addition to having worked for over 20 years as an Associate at the Health Services Management Centre, University of Birmingham. Jane has a PhD in workplace resilience, health and wellbeing, an MPhil in Critical Management Studies, an MSc in organisational change, and is an active Fellow of both the CIPD and the Chartered Management Institute.



### Jim Hanbury

Jim is an Associate of the Health Innovation Lab at London South Bank University (LSBU) which conducts research into collaboration and partnership to promote innovation in healthcare. He is a member of faculty and a coach on the Darzi Fellowship Leadership programme and is now also part of the London Primary Care Quality Academy faculty and consultants. Jim has been a coach to many clinical and non-clinical senior roles in the NHS. He specialises in the group dynamics of senior teams. He is currently delivering seminars for the NHS on Board Dynamics for NEDs and Chairs and has worked with many senior teams and Boards in the NHS as a group coach. He is also experienced at working through the issues and obstacles getting in the way of teams with dysfunctional characteristics and helping them find a path to more productive working. His company has been commissioned by the NHS Leadership Academy to design and deliver one-year leadership development programmes for aspiring senior leaders in the NHS for 9 consecutive years. He has worked with numerous GPs as coach and mentor and has a good understanding of the real challenges in primary care settings. He has worked extensively for Public Health England as an Executive Coach. He is very experienced at creating effective action learning environments to enable real challenges to be the focus of applied leadership development. He has developed "leadership exchange" as truly powerful and effective element in leadership development programmes and this forms an important part of this programme.

Jim has been providing OD interventions to a number of STPs over last two years working with CEOs and senior leadership to influence sustainable systemic change in local health economies. He has a wealth of facilitation experience and is equally comfortable with the theme of behavioural change at an organisational development and systemic level and at an individual level. His passion is supporting others to develop and achieve their goals. Jim has an MA in Leadership Studies, further post graduate qualifications

in management, HRM, executive and leadership coaching and integrative psychotherapy and is a fully qualified Chartered Secretary (A.C.I.S., corporate governance). He has also worked with the Tavistock Institute and completed their first ever Certificate in Board Dynamics. He has a wealth of other accreditations, memberships and useful learning all of which are drawn upon as needed in the service of his clients.



### Becky Malby

Becky is Professor in Health Systems Innovation at London South Bank University, where she leads the Health Systems Innovation Lab, providing change management support to systems change work; leadership programmes for emerging leaders, network leaders and citizen leaders; the London Primary Care Quality Academies; and catalysing spread through an international network. She has a track record in systems innovation, organisational change and leadership development in the UK and Internationally, and in leading networks. Her experience is an unusual combination of leader, manager, researcher, change agent and entrepreneur. She is known to be an energetic and enthusiastic leader of change and a forward thinker.

She is currently on the Advisory Board of The Bromley By Bow Unleashing Health Communities Programme, the Scaling up Shared Lives in Healthcare Programme Implementation Group, the Health Foundation Evaluation Board for the Q programme, the Health Foundation Shared 20 Haemodialysis Care Programme, and the European Cancer Concord. She chairs the Inspire2Live international annual conference. Becky is a nominator for the Ashoka network. Most recently Becky was the Director of the Centre for Innovation in Health Management at the University of Leeds where she also took a leadership role in the Leeds Institute for Quality Healthcare. Whilst in Leeds Becky was a founding member of the Leaders for Leeds Network with the Local Authority. She has recently been an advisor to the Cabinet Office on the Choice Agenda, a Board Member of the European Health Management Association, an Advisor to the NHSIQ Network Leaders Programme, and a critical friend of the New Economics Foundation Coproduction Network.

She has worked across health and local government supporting place-based collaboratives. Becky is a Visiting Fellow at Stellenbosch University School of Public Leadership (South Africa) where she supports the Innovation Hub.

She has recently published Malby B, Anderson Wallace M. 2016. Networks in Healthcare. Managing Complex Relationships. Emerald.

She is the thought leader for the following website [www.source4networks.org.uk](http://www.source4networks.org.uk)  
Becky blogs at [www.beckymalby.wordpress.com](http://www.beckymalby.wordpress.com) on coproduction, systems leadership, primary care and innovation.

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### Nick Downham

Nick is a respected and nationally recognised specialist in Lean techniques and operations management. He possesses a deep understanding of improvement science and large scale improvement programmes.

Nick has developed a talent and a strong proven capability in providing teams, organisations and systems with pragmatic ways forward to turn their priorities into improvements. Examples of this are the hugely successful national / international Productive Ward and Productive General Practice programmes. Nick is passionate about the public sector and is committed to using his expert knowledge of techniques from other sectors to achieve improvement. Whether leading a team or working as an upbeat and effective member of one, Nick uses his practical experience and expert knowledge of Lean principles and staff engagement to ensure sustainable performance improvement. He has strong analytical and communication skills and has a record of managing multiple work streams effectively. He uses these skills, combined with his strong values and enthusiasm, to break down complex and emotive problems into easy to understand steps that can be effectively implemented; and to generate a plan and deliver it.

#### What people say about Nick:

(Nick shows) 'Depth of understanding of change theory and business models. Ability to listen, assimilate information and adapt material'. 'Nick listened to us and very quickly assimilated information into an understanding our different environment and business drivers. Nick's personal investment in the work was obvious and his commitment and enthusiasm was infectious.'

(Nick has) 'A professional manner combined with a disciplined friendliness. He has obvious skills and knowledge of other technical disciplines which provided a sound framework for his delivery and engagement.'

## About London South Bank University



London South Bank University has been transforming lives, businesses and communities for more than 120 years. Our goal is to deliver student success, real world impact and access to opportunity.

We are one of the top three modern universities in London for research. Over 70% of our research is considered world leading and internationally excellent. Our research is relevant and actively used in industry with 73% of our work having global impact.

150 British SMEs and major companies have commercial partnerships with LSBU. Nearly 1,000 employers use LSBU to train their staff.

We are challenge-focused and solution-driven, using cross-disciplinary teams to deliver maximum impact for our partners through consultancy, research, training and education. We work with private and public providers, drawing on our expertise in the following areas in Health and Social Care Delivery:

- Workforce innovation, education and development
- Innovation in health and social care delivery
- Service user engagement and experience

## Directions to RCGP

RCGP/ 30 Euston Square is located on the corner of Euston Road and Melton Street, adjacent to Euston Square Gardens. Nearest underground and rail connections are Euston station: Northern line and Victoria line, and mainline rail services and Kings Cross St Pancras station: Circle line, Hammersmith and City line, Metropolitan line, Northern line, Piccadilly line and mainline rail services.

## Contact

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