



Connected, Authentic
Resilient & Empowered

CARE

Programme Information Pack



What is CARE?



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- **CARE aims** to radically improve population health and reduce health inequalities by connecting and empowering the whole health and care workforce and their local communities to design and deliver services that individuals need and want.
- **CARE** is a holistic change approach led by general practice nursing – super connectors! – supporting workforce resilience and leadership development using a combined focus on:
 - System-wide engagement – connecting national and local teams and strategies
 - Individual activation – using population health improvement projects to anchor learning and demonstrate value
 - Applied leadership – creating and maintaining the right environment for change and innovation
- **CARE's** operating principles:
 - Customer-led and focused on continuous improvement based on 3 phases and 3 main areas of activity - Spread, Enable, Sustain - currently anticipated to be delivered over a 3-year period
 - Draws on a variety of sources of funding to meet the needs of the programme as it evolves
 - Enables sustainable change and innovation through local system ownership, capacity and capability



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What is CARE?



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CARE is a programme that connects participants with each other, their system and their communities, and creating a collective voice for the Primary Care workforce.



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National CARE Programme

CARE develops the **skills**, **wellbeing** and **resilience** of general practice nurses so they drive positive change in their **patients**, their **colleagues** and their **system**



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	Before CARE	CARE	After CARE	CARE Full	What sort of leader are you?
What?	Engage systems to take part or just adopt the ideas and learning from CARE	Develop leaders and their system while also training the trainers	Deliver positive change and measure impact so we can prove value and embed	Influence others and attract investment to scale best practice changes	
How?	Tailored engagement utilising existing CARE sessions to introduce and educate	Structured 8 weekly x 2-hour sessions with a 1-hour engagement event and 2-hour celebration and review either side. 1-2-1 support available where appropriate.	Weekly drop-in sessions with spin-off action groups and masterclasses based on need	Bespoke coaching and hands on support to drive progress and evidence impact	 Thought leaders driving innovation and learning with the support of an academic body
Systems	42 systems aware of CARE and it's benefits	32 systems taking part with leads trained in the CARE approach	9 systems expanding the CARE approach to other staff	11 systems advocating for the CARE approach across the NHS	 System leaders driving large scale change and inspiring others to do the same
People		455 new leaders with QI ideas they're pursuing	60 fast-track leaders with implemented projects	24 experienced leaders with a track record of impact	
	Engagement Event	Launch Event	Celebration Event	Investment Event	National recognition



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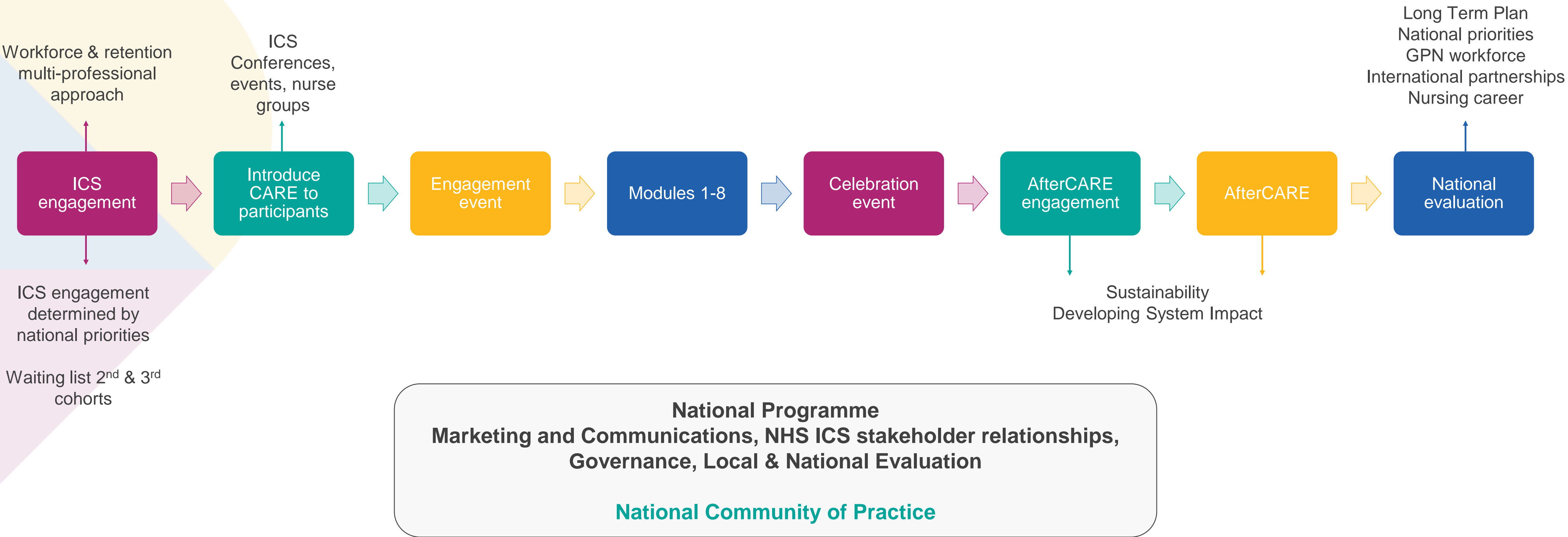


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The CARE Programme



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CARE Programme Modules



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1. Building my understanding of the context in which I work

- Understand the context in which I am working
- Understanding PHM and its application to my work

2. Building my understanding of self

- Understand self
- Understand that we can control our state

3. Building my purpose as a distributed leader

- Understand my role as a catalyst for change
- Identify own improvement project

4. Building my inner team

- Understand our inner critic
- Develop our strategies and inner strength

5. Building my project or support team

- Understand PHM approach to workforce redesign
- Understand the characteristics of a great team

6. Building for effective engagement

- Demonstrate understanding of NLP communication model
- Understand and practice tools to support effective communication and engagement

7. Building our leadership and influencing capability

- Demonstrate understanding of influencing strategy
- Understand and practice storytelling

8. Building for impact

- Understand our why, how and what.
- Demonstrate ability to build a coalition of the willing through personal impact



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Why is this work important now?



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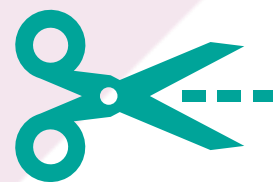
“understanding urgency vs. importance” *



- Collaborative, multidisciplinary leadership (nationally and locally) is critical for Covid and sustainable primary care reform



- A proactive population health focus is the only way to reduce demand



- Workforce resilience is critical and PCNs must continue to pay attention to **whole** workforce engagement, development and empowerment
- Breaking outdated ways of working and connecting national and local imperatives, people and funding streams is critical for immediate and sustainable change

* *Harvard Business Review*

How to Lead When Your Team Is Exhausted – You are too, Merete Wedell-Wedellsborg, December 15th, 2020



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CARE is working because...



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- 1) It cedes control – it is delivered as a **partnership** between local and national systems, enabling local system priorities to align with national imperatives
- 2) Participants **feel valued** and are building self-awareness and resilience, which in turn is **unlocking potential**
 - GPNs' population health expertise is helping to unlock new and exciting innovation and improved system leadership
 - GPNs are super-connectors – as they find ways of breaking entrenched behaviours and approaches, they're using their professional networks to spread that learning almost in real time
- 3) It **helps participants find answers for themselves**, using simple methodology and regular coaching and peer support



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Why attend CARE?

Phase 1: Return on Investment

1 My wellbeing will improve

84% of nurses felt that their emotional wellbeing had improved, and this should lead to better patient **safety**, reduced **sickness** and reduced **absence**.

2 My leadership skills will improve

100% of nurses felt that their leadership and influencing skills had improved and this should lead to lower patient **mortality** and medication **errors**.

3 I'm more likely to continue to work in primary care

80% of nurses felt that they were much more likely to continue to work in Primary Care and lower nurse turnover will lead to recruitment **savings** and improved care **quality**.

4 I'll work to improve patient satisfaction

PCNs with more nurses have a higher proportion of patients who are 'very happy' with their practice and we already know that happy equals healthy.

If I attend the CARE
Programme...

5 I'll improve the health of my population

By the end of 2021, CARE participants will have started improvement projects in **21%** of PCNs and better **population health** leads to significant improvements in patient **outcomes** and health **utilisation**.

6 I'll help reduce the pressure on Primary Care

Post Covid, GP demand will continue to grow at **5%** a year yet patients seeing a GPN see their GP appointments fall. Typically, a patient who sees a GPN **4** times, then sees their GP **4** times less the year after.

7 I'll help reduce the pressure on Secondary Care

A weak correlation exists between higher numbers of GPNs and lower levels of **avoidable A&E admissions**. Each improvement project is likely to generate a benefit in excess of 1 avoided A&E admission (£2181) and CARE may therefore pay for itself in reduced A&E demand alone.

8 I'll help others improve their skills and wellbeing

CARE participants are sharing what they've learned to such an extent that others are rapidly taking up these ideas (NPS score of **72**), which leads to a magnification of all the above benefits. By the end of 2021, CARE will have made a positive difference to at least **1445** NHS staff and this number will grow over time.

...the total benefit I'll generate is likely to greatly exceed
the cost of participating



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CARE Programme Evaluation

BLMK and Nottinghamshire



The impact CARE is having in BLMK



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CARE has helped **me**

- 83% of participants felt that their **job satisfaction** and **emotional wellbeing** had improved, and most felt that their **voice is being heard** a lot more.
- **Participants learned skills** to enable them to continue to build their **confidence** and **resilience**.

CARE has helped my **patients**

- **100%** of participants felt more able to improve the **health of their populations** and make a **positive difference**.
- **17 projects were started** by participants, with evidenced improvements in **population health** and likely improvements in **GP and A&E demand**.

CARE has helped my **team**

- **100%** of participants felt that their **influencing skills** had improved and **81%** felt that their **leadership skills** had improved a lot.
- **5 new or existing relationships** were developed by each participant during the programme. This means that **CARE has made a positive difference to 90 NHS staff** so far.

CARE has helped the **system**

- **100%** of participants felt that their ability to **put ideas into practice** had improved and most felt that they were much more likely to **continue to work in primary care**.
- **A potential high return on investment** for the system in terms of **improving** staff skill, population health, system demand and PCN maturity.



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The impact CARE in Nottinghamshire

CARE has helped **me**

- 93% of participants felt that their **emotional wellbeing** had improved, and **100%** felt that their **voice is being heard** more.
- **Participants learned skills** to enable them to continue to build their **confidence** and **resilience**.

CARE has helped my **patients**

- **100%** of participants felt more able to improve the **health of their populations** and make a **positive difference**.
- **12 projects were started** by participants, aiming to achieve measurable improvements in **population health** and **GP and A&E demand**.

CARE has helped my **team**

- **100%** of participants felt that their **leadership and influencing skills** had improved.
- **6 new or existing relationships** were developed by each participant during the programme. This means that **CARE has made a positive difference to 75 NHS staff** so far.

CARE has helped the **system**

- **100%** of participants felt that their ability to **put ideas into practice** had improved and **80%** felt that they were much more likely to **continue to work in primary care**.
- **A potential high return on investment** for the system in terms of **improving** staff skill, population health, system demand and PCN maturity.



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A Net Promoter Score (NPS) for the CARE Programme

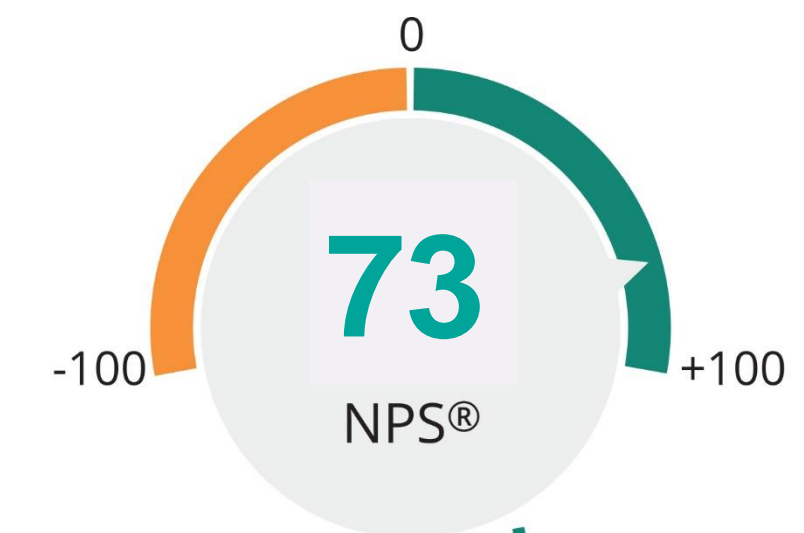


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A Net Promoter Score® (NPS) measures customer experience and predicts the growth of a business or an idea. It is the core measurement of customer experience for organisations.

A NPS rating of 70 or above is rare. It suggests that a product or service is performing at the very highest level and generating significant positive word-of-mouth referrals.

A NPS score of 73 for the CARE programme, suggests that participants are sharing what they have learned to such an extent that others are rapidly taking up these ideas.



What is a good NPS score?



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Examples of CARE Projects to improve population health



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Improving the mental wellbeing of people with dementia using technology and group events to connect and reduce loneliness
Supporting adults with learning disabilities and/or mental health issues with Makaton teaching to improve cognition and wellbeing
Developing Learning Disability Reviews and NHS Health Checks to be delivered remotely and to include prevention, health promotion and social prescribing
Using technology to help carers support each other and to help those at risk of diabetes
Supporting at-risk patients who are over 65 and have not had a pneumococcal vaccine with vaccine invitations and advice
Training health care workers to build their knowledge of frailty and the ability to prevent it through interventions
Providing exercise programmes for patients with chronic disease, such as qi gong, to improve their physical and mental health
Influencing commissioning to improve access for the LBGT+ community
Supporting children and young people in schools and letting young people know what services are available
Supporting housebound patients in self-management and administering insulin
Increasing update of vaccinations and improving awareness in order to keep older people keep out of hospital
Training for care home staff in the administration of insulin

*Each project aims to **test new ideas** and achieve measurable improvements in **population health, patient activation and system demand** while acting as a vehicle for participants to **develop their skills** further*



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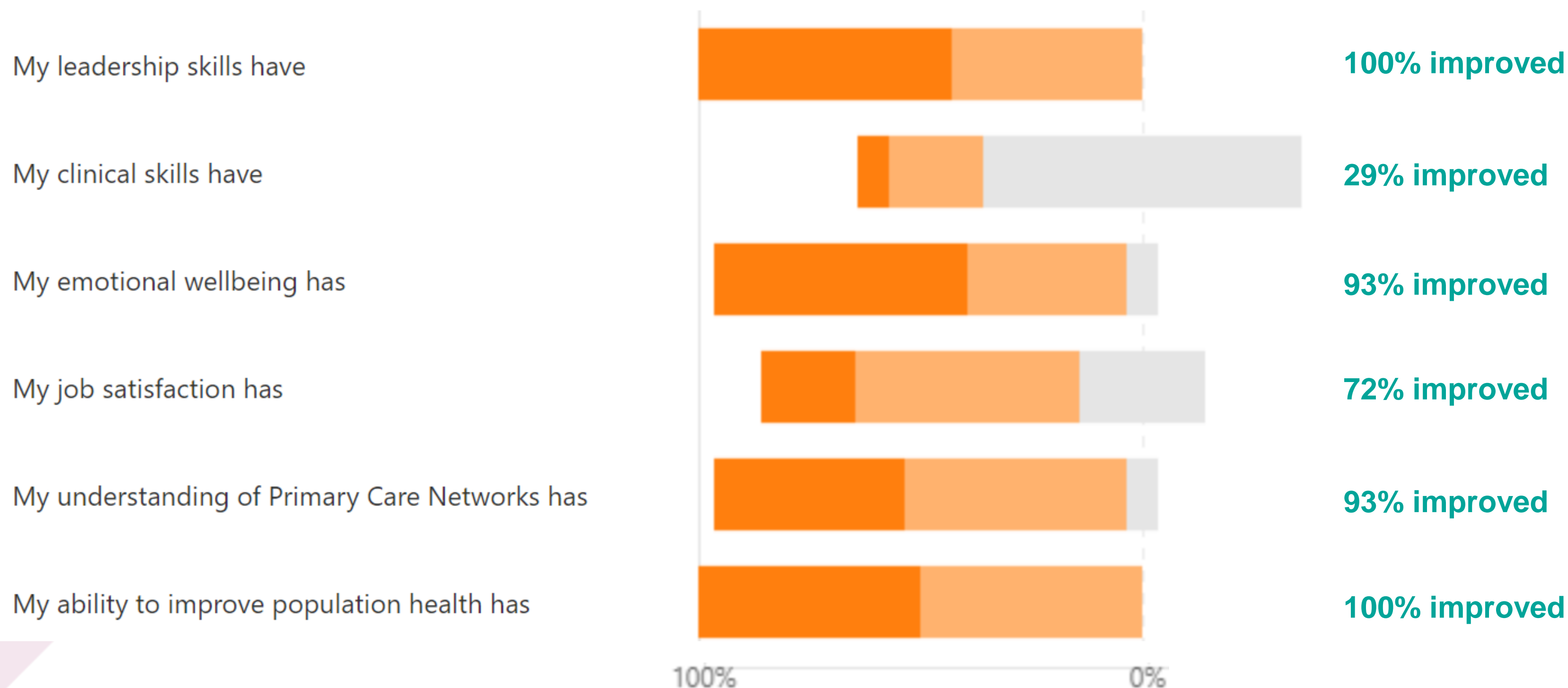
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The impact of CARE in numbers (1/2)

■ improved a lot ■ improved a little ■ stayed the same ■ declined a little ■ declined a lot



Question used as an additional baseline for other questions as CARE does not directly aim to improve the clinical skills of participants



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The impact of CARE in numbers (2/2)



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■ improved a lot ■ improved a little ■ stayed the same ■ declined a little ■ declined a lot

My influencing skills have



100% improved

The likelihood I will continue to work in Primary Care has



79% improved

The feeling that my voice is being heard has



100% improved

My ability to put my ideas into practice have



100% improved

The feeling that I'm making a difference has



100% improved

The number and quality of relationships I have with others have



100% improved

100%

0%

Each participant put what they had learned into practice and developed over 6 relationships

This means that CARE has made a positive difference to 75 NHS staff so far with the number set to grow over time.



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The impact of CARE in words (1/4)



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The CARE programme has given me **leadership skills that can be put into practice which were taught in a very practical way**. The app has been particularly helpful, and I have already been sharing this with my colleagues. Being given the opportunity to improve our networking is key in healthcare and this programme has **enabled us to work with our colleagues within our PCN** to draw on their skills and specialities to better **improve our patient's health**.

I found the programme has helped me focus on tasks. **To look at projects in small bite sized chunks**, rather than tackle a big mountain. It has also given me the **ability to look at myself and my internal self-doubt**, and to see where that has come from. It has also helped me realise that those who I often put on a pedestal will often feel the same as me.

I really enjoyed the sessions. Thank you.

The programme has had a **very positive impact on me** and improved my confidence. Bec's sessions were very thought provoking and have helped **improved my confidence**. Our project is exciting and will hopefully **improve the population's health**.

Thank you for the opportunity



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The impact of CARE in words (2/4)



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This has been really influential in terms of networking and the relationship information we learned in the first sessions
It has really made me look at staff behaviour and how this **impacts on self, teams and the wider networks and systems.**

Would really recommend this programme and the **Shiny Mind App - which I have recommended to others.**

High impact - enjoyed networking with other leaders from across the country and in several different roles. Learned more about myself and my leadership skills and about general practice nursing which will enable me to **do my job better in the future.**

The sessions with Rebecca have had a **big impact on my emotional wellbeing both at work and home.** The sessions are always in the back of my mind and the influence how I react to situations.

Thank you for enabling me to network with other member of the PCN and giving me the **tools to implement changes now and in the future.**



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The impact of CARE in words (3/4)



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Connecting with Nursing colleagues and new leaders in our system who needed recognition and self belief and bit of encouragement. Looking forward to watch them develop further and their **ideas becomes reality**.

Thank you for bringing this programme to Nottingham.

It has changed my attitude. **I am concentrating on where I can make a difference** rather than on others.

It has **increased my leadership and improvement skills**, networking and working in collaboration.

The feeling that **I can make a difference** made a **huge impact on my job satisfaction**.

It has supported me to **use wellbeing techniques on a daily basis**. It has provided me with information need to **get a project started**.



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