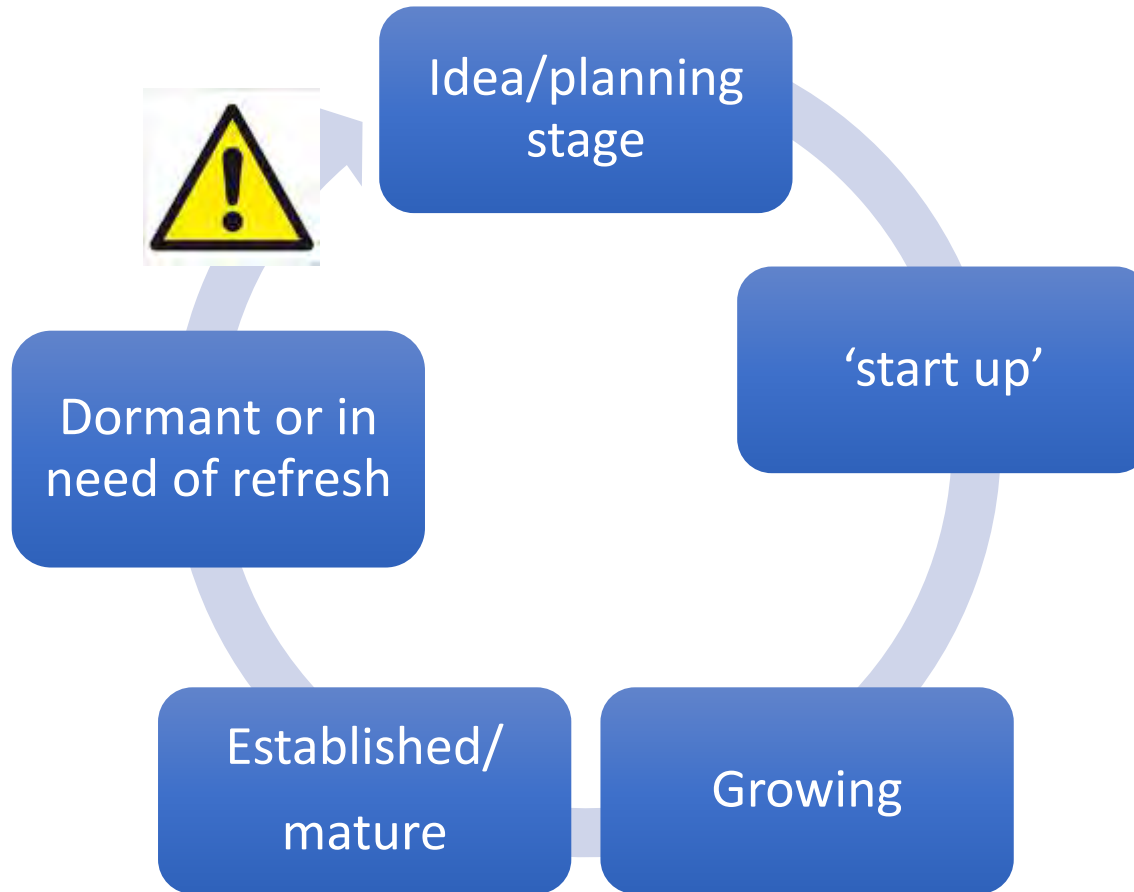




Building the Plane While Flying it

Source4Networks
**Focal Point
Events**

What stage of network life cycle is your network at?



About PCIC



Part of the Time for Care programme (GPFV) from the Sustainable Improvement Team at NHS England

National network (England) – with 2000+ members from across primary care in England

Mainly people who have engaged in the Time for Care programme

‘Live’ since spring 2017

Learning network/community of practice

- Providing & sharing tools, skills etc
- Bringing people together to learn & share – online, F2F



A 'year' in the life – key milestones



What	When
Mar 2017	Tested our offer – an open invitation to help us shape a network (workshop piggybacking on a national conference)
Apr-May 2017	Established a steering group – fortnightly teleconfs. Used the Maturity Matrix to set targets for where we want to be in 12months. Follow up with workshop participants – what did they want from the network and why?
May-Jul 2017	Developed our programme – mix of F2F & online; first monthly 'highlights'/digest
Sept 2017	Launched online forum – Connect; first network event (London); started 'shared purpose' conversation with members
Oct - Jan 18	Events/activities continue - Regional F2F & online 'events'; progress check using Maturity Matrix
Feb 18	1st national standalone conference
Mar –Apr 18	GDPR! Our first test of whether members value what we offer
Apr 18	Steering Group Maturity Matrix review to shape next phase
Hot off the press!	'Shared purpose' statement agreed...

What we'll cover – learning from what mattered most on our journey so far



1. Knowing where you're headed
2. Building shared purpose together
3. Using Maturity Matrix to guide our development
4. Engaging & communicating with members
5. An active steering group



#1 Knowing where you're headed –
what we did



#1 Knowing where you're headed – what we did

- Had a commission – “Make it happen!”
- Tested our hunches with a F2F meeting – piggybacking another event
- Followed up with targeted online survey of potential members to test our assumptions
- Important messages we heard:
 - Language and tone are key – ‘community’ first and foremost
 - Creating the right culture – different from the day-2-day – a safe space to share
- Mix of F2F & online offers
- People wanted to be part of designing it too
- Shaped our offer accordingly

A photograph of an airplane on a runway under a cloudy sky. The airplane is in the center, flying towards the viewer. The runway is in the foreground, and the sky is filled with large, white clouds. The overall scene is bright and clear.

... and is this the vehicle for the task?

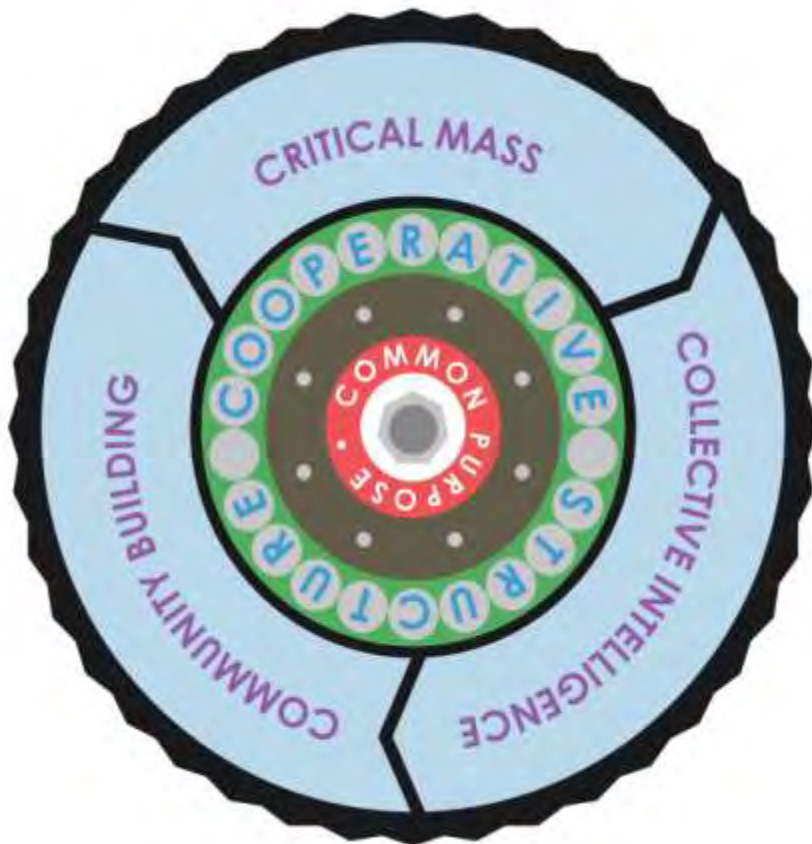
What we learned



- Don't need a detailed blueprint before you take off
- But **do** need enough sense of destination...
- ...and of what kind of 'vehicle' is best suited (see S4N)
- Testing your hunches first is worth the effort – and a good way of identifying potential contributors
- Tone & 'spirit' matter – need to build trust from the outset



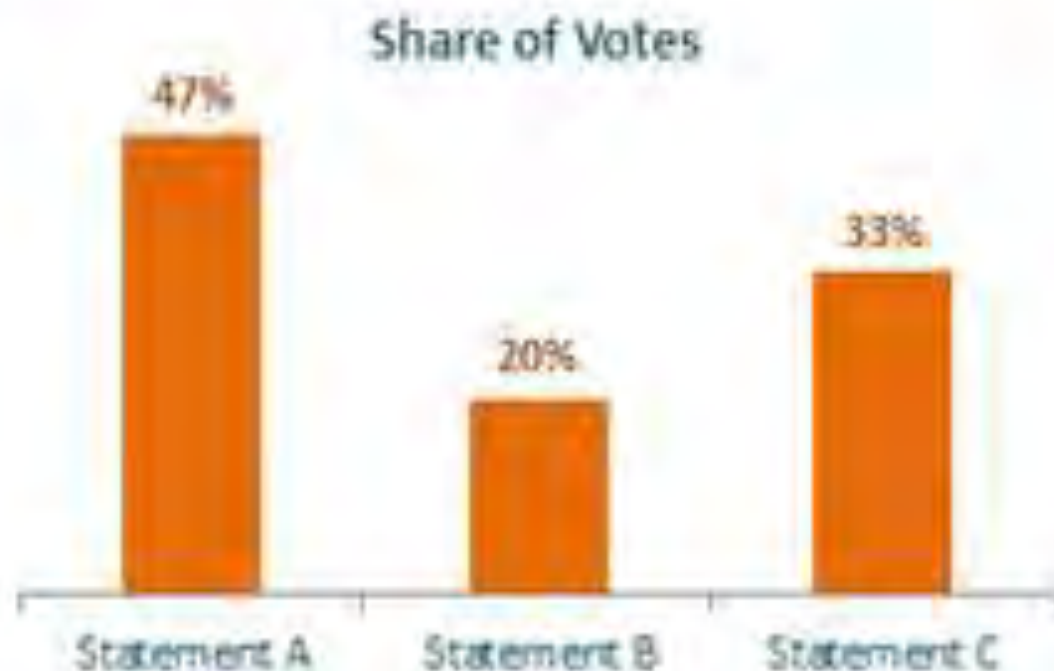
#2 Building shared purpose together – What we did



Co-creating a 'visual' at our events



PCIC Shared Purpose



So far, Statement A has the most votes.

Statement A is...

"We believe that high quality primary care is at the heart of a healthy society. We are proud of the services we provide and passionate about improving them further. Our community is a space for all those involved in improving primary care to share and learn from each other. Together, we work to nurture and spread skills, confidence and ambition in QI, so that we can improve and sustain the care we provide to future generations."

What we learned...

- People care about this – they'll contribute if you create space
- But needs sustained effort – weave into fabric of events and comms
- Gives you other helpful insights – eg anticipated impact; what is it they value most?



#3 Using the Network Maturity Matrix to guide development – what we did

		NETWORK MATURITY MATRIX									
		PURPOSE AND DIRECTION	GOVERNANCE AND STRUCTURE	LEADERSHIP AND FACILITATION	KNOWLEDGE CAPTURE AND REUSE	INTEGRITY AND VITALITY	LEARNING AND IMPROVEMENT	IMPACT AND VALUE	SUSTAINABILITY AND RESILIENCE		
Maturity Level	FIVE	The network consistently meets its strategic focus, generating additional growth beyond specific focus areas in appropriate locations. Members share the same vision for the network. They fully buy into the strategy and plans for the network, and are personally committed to its future. Critical drivers and influences on the network are fully understood.	Membership coverage is complete, providing well defined representation. The entry and exit of members are well managed. Governance is fully effective, demonstrating a formal structure (presented to the network) and a clear set of objectives. Leadership are proactive administrators, changing the state and promoting network activity.	Leadership is demonstrated between several members, who have time and capacity to carry out their role effectively. There is a clear understanding of the network's overall purpose (i.e. bridge and build, innovation and growth), and how to facilitate the network to get the best from their. There is a clear role of enabling and supporting the network to expand and deliver.	Members bring new insights, analysis and content to the network as a matter of course. Discussions are regularly shared and shared knowledge is used. They become knowledge leaders. They become regular meeting for all members, and they share other projects, guides and checklists for wider use. Mechanisms for capturing and sharing are well established, including for and virtual events.	High levels of trust and mutual respect underpin relationships. People are able to disagree but bring a healthy focused and professional approach to problem solving. People have confidence in participants and delivery. A good range of contributions are given to the network. Members regularly offer to do a piece for the network, either as part of a wider project, or as a stand alone. Members regularly share their learning from failures as well as successes.	The network regularly engages in formal and informal learning, using peer learning, internal and external learning, project reviews and other ways to ensure participation. The network actively reflects practice and seeks ways to improve its effectiveness through evaluation and feedback. Members regularly share their learning from failures as well as successes.	The network is acknowledged by members and stakeholders due to its impact. Members are proud of their achievements together, and take ownership of the network's impact and success. The network strives to be valued as a business to other stakeholders and regular to its members. Leaders, external stakeholders and influencers are engaged with the network.	The network is well valued as a specific individual to its members. Multiple domains (e.g. care, HR, audit, etc.) are well represented. Initiatives to improve and expand are well planned and executed. There is an agreed strategy for growth, funding and investment of new members.	FIVE	
	FOUR	All activities are done with the support of the network and its role in delivering, facilitating, and advocacy is being increasingly understood by the community and influence and place is clear in the wider system. The network chosen is accessible to all, and used to inform how members	Network membership is well managed with a clear role for all participants. They are well informed and have beyond the boundaries and with effective governance. Members are fully effective in their roles. Clearly identifying members / low participation.	Leadership are engaged with the network with well defined time to facilitate their role. The network supports and shares their impact. A clear range of activities are undertaken by members to facilitate the network and leadership activities. Members have an expectation that governance and coordination will ensure continued success.	A dedicated part of people's a gateway to well managed performance. The network has a clear project which is managed by the network, which is managed by the network, which is managed by the network, which is managed by the network. Examples of sharing and reusing knowledge are well shared and members regularly provide new insights.	Leadership are engaged with the network with well defined time to facilitate their role. The network supports and shares their impact. A clear range of activities are undertaken by members to facilitate the network and leadership activities. Members have an expectation that governance and coordination will ensure continued success.	Leadership are engaged with the network with well defined time to facilitate their role. The network supports and shares their impact. A clear range of activities are undertaken by members to facilitate the network and leadership activities. Members have an expectation that governance and coordination will ensure continued success.	Members regularly engage with their thoughts and ideas to ensure the network is well managed and effective. Members are proud of their achievements together, and take ownership of the network's impact and success. The network strives to be valued as a business to other stakeholders and regular to its members. Leaders, external stakeholders and influencers are engaged with the network.	Members regularly engage with their thoughts and ideas to ensure the network is well managed and effective. Members are proud of their achievements together, and take ownership of the network's impact and success. The network strives to be valued as a business to other stakeholders and regular to its members. Leaders, external stakeholders and influencers are engaged with the network.	Members regularly engage with their thoughts and ideas to ensure the network is well managed and effective. Members are proud of their achievements together, and take ownership of the network's impact and success. The network strives to be valued as a business to other stakeholders and regular to its members. Leaders, external stakeholders and influencers are engaged with the network.	FOUR
	THREE	The network has an agreed charter clearly stating purpose, scope and areas of working. Most members have a good understanding of the purpose of the network and could articulate it to others. There is an agreed plan for developing the network for the next year.	Good coverage of potential membership and involvement of key people is demonstrated. There is a clear understanding of what is expected of them and a regular update on the network. Governance has been considered and a plan of the appropriate level, but some gaps exist around essential subjects.	The network has a visible leader/leadership in place, with tasks and time available for the role. Other members of the network support the leader/leadership. The network regularly updates participants in its work in response to a challenge or to share successful subjects.	Members good and consistent they meet regular objectives, and make use of the available resources. A documented process or subject experts regularly coordinate discussions through meetings, but largely out of profile. Examples of sharing and reusing knowledge are well shared and members regularly provide new insights.	The network makes use of social, data sharing and social media tools where possible. Contributions come from a wide range of members and people's expertise is appreciated. Well established online resources and some go unacknowledged. Leaders sometimes work behind the scenes to find responses to unacknowledged questions.	The network leader encourages members to reflect and share success. Members demonstrate an interest in learning from their peers and are willing to ask for help.	The network members have a shared understanding of the value they add to the network and its success. Examples exist which clearly demonstrate the impact for example on patient outcomes.	Membership growth especially in targeted areas. Funding and support are discussed. Members talk about the future of the network and an intention to grow.	THREE	
	TWO	Network does not have a defined way of working or emerging. The community is still forming and unclear the governance. Some ideas are coming up in conversations but no agreed plan for all members. Some have plans for the network they want, but not yet ready to start.	Network has reasonable coverage but there are still hidden divisions. Governance is not fully understood. A shared purpose may exist, but the membership is not fully united through action. No distinct role or responsibilities in the network beyond the leader.	A leader or facilitator for the network has emerged or been appointed, but with little or no dedicated time. Aspects of strategy and impact is shared, mostly covering there is a small set of activities around the network. There is a clear view of unacknowledged potential.	Members are good and consistent they meet regular objectives, and make use of the available resources. A documented process or subject experts regularly coordinate discussions through meetings, but largely out of profile. Examples of sharing and reusing knowledge are well shared and members regularly provide new insights.	Members good and consistent they meet regular objectives, and make use of the available resources. A documented process or subject experts regularly coordinate discussions through meetings, but largely out of profile. Examples of sharing and reusing knowledge are well shared and members regularly provide new insights.	Members good and consistent they meet regular objectives, and make use of the available resources. A documented process or subject experts regularly coordinate discussions through meetings, but largely out of profile. Examples of sharing and reusing knowledge are well shared and members regularly provide new insights.	Members good and consistent they meet regular objectives, and make use of the available resources. A documented process or subject experts regularly coordinate discussions through meetings, but largely out of profile. Examples of sharing and reusing knowledge are well shared and members regularly provide new insights.	Members good and consistent they meet regular objectives, and make use of the available resources. A documented process or subject experts regularly coordinate discussions through meetings, but largely out of profile. Examples of sharing and reusing knowledge are well shared and members regularly provide new insights.	Members good and consistent they meet regular objectives, and make use of the available resources. A documented process or subject experts regularly coordinate discussions through meetings, but largely out of profile. Examples of sharing and reusing knowledge are well shared and members regularly provide new insights.	TWO
	ONE	No vision or goals in place - it's all about the here and now. Focus will get slow, changes often after the fact. Members have shared the network needs to sustain and personal engagement.	No real perspective of what is needed, or effort is required. Membership is not fully understood. Governance and governance is not clear.	The network continues to bring along without clear leadership, operating in the best of intentions of a few. Participants have little authority and engagement is minimal at best.	Members are good and consistent they meet regular objectives, and make use of the available resources. A documented process or subject experts regularly coordinate discussions through meetings, but largely out of profile. Examples of sharing and reusing knowledge are well shared and members regularly provide new insights.	Members are good and consistent they meet regular objectives, and make use of the available resources. A documented process or subject experts regularly coordinate discussions through meetings, but largely out of profile. Examples of sharing and reusing knowledge are well shared and members regularly provide new insights.	Members are good and consistent they meet regular objectives, and make use of the available resources. A documented process or subject experts regularly coordinate discussions through meetings, but largely out of profile. Examples of sharing and reusing knowledge are well shared and members regularly provide new insights.	Members are good and consistent they meet regular objectives, and make use of the available resources. A documented process or subject experts regularly coordinate discussions through meetings, but largely out of profile. Examples of sharing and reusing knowledge are well shared and members regularly provide new insights.	Members are good and consistent they meet regular objectives, and make use of the available resources. A documented process or subject experts regularly coordinate discussions through meetings, but largely out of profile. Examples of sharing and reusing knowledge are well shared and members regularly provide new insights.	Members are good and consistent they meet regular objectives, and make use of the available resources. A documented process or subject experts regularly coordinate discussions through meetings, but largely out of profile. Examples of sharing and reusing knowledge are well shared and members regularly provide new insights.	ONE

How PCIC was shaping up, and how our plans evolved as a result of the review



NETWORK MATURITY MATRIX

	PURPOSE AND DIRECTION	GOVERNANCE AND STRUCTURE	LEARNING AND INNOVATION	KNOWLEDGE CAPTURE AND REUSE	INTEGRITY AND QUALITY	LEARNING AND IMPROVEMENT	IMPACT AND VALUE	EFFICIENCY AND PRODUCTIVITY
FIVE
FOUR
THREE
TWO
ONE

NETWORK MATURITY MATRIX

	PURPOSE AND DIRECTION	GOVERNANCE AND STRUCTURE	LEARNING AND INNOVATION	KNOWLEDGE CAPTURE AND REUSE	INTEGRITY AND QUALITY	LEARNING AND IMPROVEMENT	IMPACT AND VALUE	EFFICIENCY AND PRODUCTIVITY
FIVE
FOUR
THREE
TWO
ONE



What we learned

- Maturity Matrix is an intuitive and accessible way of raising awareness of critical dimensions to pay attention to
- Credible - so its good for engaging sponsors and other stakeholders
- Can be used at any stage, including very early on
- Can be self-facilitated within a steering group
- BUT – bring in external perspectives to triangulate/validate and avoid group-think



#Engaging & communicating with members - What we did



#Engaging/communicating with members

What we did



Welcome to the Primary Care Improvement Community newsletter

Please feel free to share this newsletter with your colleagues. If you would like to add an article in the next issue please contact us at england-si-poc@nhs.net.

Primary Care Improvement Connect

Don't forget that you can access Primary Care Improvement Connect, an online space that supports all who have been/are involved with any element of the Time for Care programme. The platform offers you the chance to chat, share, learn, download resources and find out about forthcoming events.

If you are experiencing any difficulties accessing or using the network please email england-si-poc@nhs.net

Have your say about leadership development in primary care

The NHS is constantly evolving, and during the coming years some of the widest ranging and important changes will occur in primary care. To meet the needs of a changing population, primary care teams will also need to further develop the way they work.



**London
South Bank
University**

EST 1892

What we learned

Broadcast:

Tone is as important as content – professional v ‘corporate’

Link with partners to cross-promote and widen reach

Peer-to-peer:

F2F is worth its weight in gold

On-line forums can be great but it’s hard work! Needs focussed, sustained effort - borrow techniques from experts in social media

Take any/every opportunity to invite feedback



#5 An active steering group – what we did

- Established steering group at early stage
- Recruited some people with expertise in network leadership
- Scheduled routine regular short telephone confs for ongoing project management
- Occasional F2F to strengthen relationships and allow deeper reflection/review
- Included ‘project manager’ as active, empo member



What we learned

- Get the right skill mix
- Invest in building relationships and commitment
- Rigor and discipline are important – mutual accountability as well as goodwill
- Distributed leadership is key
- Use a good project management tool if you can
- Ask, are we listening to feedback –event evaluations, surveys, conversations etc?
- Consider co-creation and member input into leadership early on



Pre-flight check...

- A good enough sense of where you're headed?
- Up to date tools at your disposal?
- A means of communicating (two-way!) with mission control and your membership
- Co-pilots with passion, commitment and enough time
- Enough resource in the tank to get you to your first port of call?



We're glad we...



- Tested our ambitions and assumptions early on
- Asked for feedback regularly from our membership - helped us build our shared purpose and our 'offer'
- Got our online platform up and running early – even if it wasn't perfect
- Took time to create a quality monthly 'digest' – attention to tone and content
- Invested energy & resource into F2F gatherings as well as building online presence
- Asked for advice from experienced colleagues – network leadership is an art
- Used tried and tested resources & tools – eg Maturity Matrix – to guide us
- Made the effort to meet as a steering group regularly – even if just a 30 min teleconference



Equally important to...



- Stay true to the 'community' spirit – nurture relationships and take care of each other
- Be **purposeful**
- Make time to pause, reflect, celebrate *and communicate* what's achieved even when there's much more to do



Maybe next time...



Any Questions



Supporting materials on S4N



- As well as the recording and slidedeck for this webinar that will be on <https://source4networks.org.uk/resources>
- Spotlight on resources for developing networks- <http://www.source4networks.org.uk/resources/intelligence/208-spotlight-on-resources-for-communities-of-practice>

Call to Action

- Register on www.source4networks.org.uk
- Join the community and the Q&A sessions for future Focal Point events and discussions
<https://www.source4networks.org.uk/s4n-community/questions-answers>

Please complete the Exit Survey to help us improve future events

You can also test your knowledge from this webinar by taking the short multiple choice questions