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# PwC National CCG Development Alliance

The PwC National CCG Development Alliance is committed to supporting the development of Clinical Commissioning Groups across England, so that you can deliver the very best in patient care and experience.

Our approach is to work collaboratively with CCGs and be flexible in delivering bespoke interventions that support personal, team and organisational development.

We will work with you to develop practical and effective ways of resolving complex problems by focussing on 'learning by doing'. All the members of our Alliance are experienced in working innovatively and flexibly with participant groups to help them use their available time to maximum advantage and to apply the learning to their own circumstances.

We have extensive experience of working with the NHS, particularly with clinicians and senior managers from across England. Our alliance members bring years of experience of working in and alongside the NHS in a range of clinical and senior managerial roles. In addition:

- We are currently *working with CCGs* to support their development, bringing a deep understanding of the challenges and opportunities that they may face.
- We recognise that *each CCG is unique* and we work with you to provide tailored solutions that address your individual needs in the most appropriate and effective way.
- We also understand the importance of the path to *authorisation* and work with CCGs in developing a quick, clear and customised route to authorisation.

Each member of our Alliance brings unique skills and experience that, together, enables us to support you in the ways that you really need:

- **Leadership development** our experience of working with a diverse range of public, private and voluntary sector organisations allows us to bring unique insight and best-practice experience to your specific challenges.
- **Governance** we have extensive experience of supporting the development of practical and effective governance, working both in and alongside the NHS.
- **Political insight** our alliance has a wealth of political experience, working in and alongside local and national government to support you both in influencing policy and putting policy into practice.

Above all, we are committed to working with you in the development of the very best patient care. Our approach is **flexible** to the requirements of individual CCGs and **accountable** to those that we support, bringing our **breadth and depth** of experience to provide the highest quality interventions. We will use this to support your development and help you deliver the very best in patient care and experience.



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## Our Alliance Members:



### *PwC*

A leading professional services firm that brings specialist experience in clinical change and engagement, technology, analytics, financial management, QIPP design and delivery, procurement, governance, organisational design and development.

### *The King's Fund*

A leading charitable foundation with expertise in clinical leadership, team development and international health and social care policy.

### *Common Purpose*

An independent, international not-for-profit organisation that brings proven, fresh approaches to leadership development, especially in building organisational health through the techniques of Leading Beyond Authority and working across boundaries.

### *Practive*

A consultancy that specialises in experiential learning and the practice of leadership with extensive experience in the NHS.

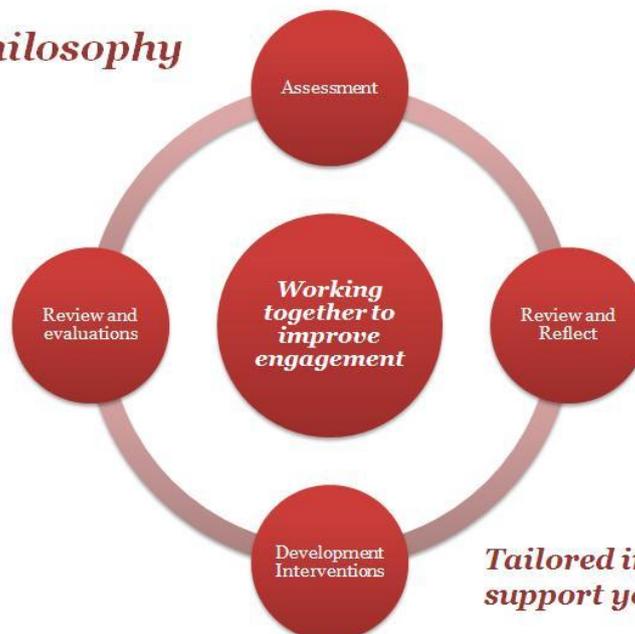
### *Cumberlege Connections*

A well established limited company known for its leadership courses enriched by an insight into the worlds of local and national politics.

### *Wragge and Co.*

An award winning legal firm that brings specialist advice on contracting and governance within the health sector.

### *Our philosophy*



*Tailored interventions to support your needs*



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## Lot 1: Setting up and Leading a High Performing Commissioning Group

To become high performing commissioners, CCGs need a complex range of development interventions. As an Alliance we bring the right blend of capabilities to stretch, challenge and support you in your development and allow you to deliver the very best patient care and experience.

### *PwC CCG National Development Alliance five commitments:*

Our approach is to:

- **focus** on commissioning opportunities that deliver real and measureable improvements to the health of your population;
- be **flexible**, working around your day jobs as practising clinicians;
- **communicate** succinctly, and keep processes simple in order to optimise your time;
- bring you the **skills and experience** you need when you need them; and
- **work with you** to support capacity and capability develop, creating a sustainable legacy for you to build on.

We believe that this approach and the diverse experience that we bring will enable us to support you in the ways that you really need:

- All our development support is based on ‘**learning by doing**’; all the evidence and our experience in supporting other leaders and organisations has shown that this is the most effective and efficient development support that we can provide to you.
- Our approach is to address three elements of a high performing commissioner: **Leadership, Team and Organisation Development** to provide you with comprehensive and sustainable development support.
- We **start with where you are**; we have worked with CCGs just forming and those who have been working together for many years and so we will tailor our interventions to your specific circumstances.
- We **constantly refine and improve** our interventions, working to make sure we are helping you solve your developmental needs and helping you support your patients.
- We will **agree and track outcomes** with you, including use of the Department of Health self-assessment tool which we helped design and making sure you are on track towards authorisation.

*“Your support for the Great Western Commissioning Consortia has proven invaluable in getting them to pathfinder status. It is hard to imagine how things would have been without PwC, but with them, we feel that GWCC is in a great place to do good work. Although GWCC undoubtedly will need more support, PwC left us a sustainable legacy of a stronger leadership team and greater practice engagement.”*



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## Lot 2: Working Collaboratively and Across Boundaries

Pathway and service redesign will increasingly mean that Clinical Commissioning Groups need to make change happen across boundaries if they are to improve the quality of care and health services delivered to patients. Working with local stakeholder organisations such as local hospitals, local authorities and local voluntary groups, CCG leaders will need to work across organisational boundaries and in many instances Lead Beyond your Authority (LBA).

Equipping yourselves with the skills and knowledge to work with individuals and organisations within the CCG and beyond will be essential if new and improved services for the local population are to be implemented. We will work with CCG leaders to enable them to 'step into others' shoes' to understand their perspectives and equip them with the necessary behaviours to effectively lead beyond authority in the local care system.

Our approach enhances the ability of individual leaders to see the bigger picture, to take greater responsibility for the whole rather than just their individual part, and to build relationships across disciplines and organisational boundaries. We understand that the most effective way for clinical leaders to learn to Lead Beyond their Authority is to experience and work on real life situations, challenges and issues. We will therefore use tried and tested techniques on specific pathway and service re-design issues. Our techniques include:

### Power-mapping

This will develop clinicians by showing them how to build a comprehensive picture of the many interests in their local health economy and the complexity of the different relationships with improved confidence and skills to influence partners and stakeholders.

### Health Collab

This will provides participants with a **tailored commissioning simulation based** on a priority issue, such as frail elderly care, that closely reflects reality and calls for collaboration across multiple boundaries. In this hands-on workshop participants will meet and question advisors who have real life experience of the issue and varied views on the subject. Participants often have their own expertise, but may be asked to explore the issue from an angle different to their day to day role to consider alternate perspectives.

With the aid of a **diverse mix of cross-sector advisors**, Collabs take participants beyond their current role to develop the collaborative leadership skills needed to work across departments, organisations, sectors and society. Throughout the day participants take part in negotiations and reflective exercises, both to tackle the issue presented and to examine their experience and how they can make use of it in their working life.

### Workshops

We can also work with you in a **flexible and responsive way** to deliver workshops around the time you have available.

Other specific interventions that we can tailor include individual and group coaching, action learning sets and external reference sets (a facilitated learning group using remote media such as conference calls to maximise the time available and bring in external experts).

*"It was refreshing and enlightening to work through issues together in a way that challenged usual thinking and approaches. The programme introduced me to leaders who had broken through the usual barriers we face and made a real difference. You learn a lot by listening and questioning both them and yourself. You come away wanting to change the way you do things."*



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## Lot 3: Managing and Influencing Local and National Politics

Understanding national and local politics can seriously damage a Clinical Commissioning Group's route to success. Understanding the concepts of power, micro and macro politics, influence, bargaining and trust are vital. CCGs will need to know how to broker deals, think strategically, negotiate effectively and win public support. This will be particularly necessary when service changes are being considered.

Understanding the different behaviours and aspirations of politicians is crucial to working with them. With the introduction of Health and Wellbeing Boards, local councillors are going to be influential in making and translating health strategy. Additionally, understanding how patient groups and the public can help develop integrated, high quality, cost-effective services is vital.

We will work with you to support your development:

- By ensuring all members of your CCG have the **same level of understanding** of how local government and Foundation Trusts work, think, are governed and what drives them;
- By using **Power-mapping**, you will gain a clearer understanding of where the power lies in your local area and with whom you need to engage over a particular local problem or challenge;
- By delivering an experiential exercise in a safe environment you will explore ways of achieving **major change in a hostile environment** involving the media, public, councillors, MPs and trade unions. We use real people who have 'done the job' to ensure that the session is authentic and authoritative;
- By running **active media training** using working journalists to better enable your CCG to understand the world in which it operates.

*"This was a dramatic chance to learn both about the political process, and also about my own strengths and weaknesses. Because it was such fun, it'll stay with me. A fascinating insight into the way politics works and real clues about how to operate more effectively in that context and the local scene."*

### Our approach

- **We believe that people learn by doing.** Our programmes are rooted in scenarios and experiential learning.
- **We always start with the requirements of the CCG.** We will base our work on real local issues affecting your CCG.
- **We are authentic.** Our political programmes always involve contributors who are, or have recently been, in politics either as MPs, civil servants, special advisors, local councillors, lobbyists, pressure groups, patients or whatever the programme requires.
- **We are politically neutral.** We take great pains to ensure party politics do not enter our programmes.
- **We are well informed and topical.** We re-write our scenarios constantly to ensure we are up to date with political changes.
- **We are challenging.** You will be tested to your limits but we always ensure that this is not detrimental and people leave buoyed up and invigorated.
- **We ensure there is time for reflection and the learning is distilled.** We give honest and robust feedback.



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## *Lot 4: Engaging and Leading Colleagues in General Practice, Through Distributive Leadership*

For Clinical Commissioning Groups to flourish, they require the right kind of clinical leadership in the right place at the right time.

**Our approach** is to begin with an assessment of what is required by each CCG before running a range of diagnostics to identify the strengths and development needs of the leadership team and individuals. This is followed by interventions to help the leaders to review, reflect and interpret the diagnostics before creating bespoke development plans and choosing appropriate development interventions.

We will offer a **menu of development interventions** including workshops on specific skills, coaching, webinars, action learning sets and group observation to provide you with the support that suits you best.

Each intervention will be **tailored** to meet specific development needs and we will **review and evaluate outcomes** to ensure that progress is being made.

We have worked with leaders across a diverse range of sectors and organisations and we understand the practical constraints that you often face. Our interventions are designed to be flexible to your needs, with approaches that make the most **efficient use of your personal development time** and reduce the time you spend away from the office, whilst still delivering you the **very best support**.

The strength of our alliance lies in our extensive experience of **working with and supporting clinical leaders**, combined with our philosophy and corresponding expertise in experiential and activity-based learning.

Our approach brings **theory to life and action**; it is practical, technical and personal. Our intention is to encourage leaders to develop appropriate knowledge, skills and behaviours at their 'learning edge' in a safe environment. As a result, individuals grow in self-knowledge, confident in their leadership capacity and potential and in their ability to promote and nurture change, skilfully, one conversation at a time.

*"For someone who usually dreads this sort of thing and feels it is a waste of time, I was amazed at how much I enjoyed it; how much I got out of it and how much I have grown as a result. A fun, practical, interactive, memorable experience as opposed to the usual boring stuffiness will ensure sustained learning."*