

# Designing a robust governance framework for General Practice



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## Background

The then NHS Leicester City PCT commissioned a wide range of healthcare services for Leicester, one of the most diverse cities in the country with a significantly different population profile from anywhere else in England and Wales.

With an annual budget of over £500million, NHS Leicester City’s main priorities were to address health inequalities across the City, to improve life expectancy, and to improve the health of the people of Leicester by investing in services that help to prevent ill health in the longer-term.

## Objective

The remit was to design and implement a governance framework that would enable the delivery and measurement of key clinical performance indicators in General Practice. This intricate assignment was highly sensitive, following an investigation instigated by NHS Leicester City which necessitated multi-dimensional changes across inner-city practices.

In the wake of the independent inquiry, objectives included delivering significant improvements in quality outcomes for patients, and addressing cultural change in the working practices of clinicians.

## Our Role

Lynne Young Associates’ role was to design a robust framework of service delivery for implementation in general practice, and one which facilitated agreement to mutually-acceptable ways of working. We were required by the client to standardise systems of governance across areas of General Practice against a backdrop of diverse and tense relationships.

We recognised immediately the importance of understanding fully the significant cultural differences between key professionals. We secured positive engagement with key clinicians and multiple stakeholders, and articulated and addressed issues of major conflict. Through our inclusive approach, we were able to collaborate with key parties to identify potential solutions agreeable to all.



### Outcomes

- A highly regarded robust governance framework, agreed and signed off by the Trust Board
- Delivery of a governance framework which was developed in liaison and collaboration with general practice based commissioners, hence achieving ownership and support for the new arrangements
- Transformed working relationships and arrangements to enable the local system to achieve improved patient outcomes and experience, and safer health services
- Delivered a series of engaging workshops which enabled ownership of the comprehensive action plan by GPs, Board members and other key stakeholders.
- Due to the success of the governance framework and service delivery plan, this approach went on to be adopted by the PCT Board to significantly improve other areas requiring service re-design
- All timescales met, and project plan delivered effectively

“ I engaged Lynne to formulate a corporate response to improve clinical and corporate governance systems and processes. This work was complex and required tenacity, insight and the ability to communicate at all levels.

Lynne’s commitment and understanding of the issues to be addressed was exceptional. She demonstrated the ability to work to tight deadlines and was always able to have the right combination of independence and check back within the organisation.

Lynne is honest, trustworthy and in all aspects of her work, a professional. I would recommend her for high level strategic planning and clinical governance management opportunities. ”

**Professor Mandy Ashton OBE**  
The then Deputy Chief Executive  
NHS Leicester City