

## Background

### Phase 1 – Team Charter

East One Health and Cable St Surgery, a GP Practice in East London consisting of five GPs and a total staff of 20, approached Francis Group in late 2008 looking for assistance to develop and grow as a practice and to be able to demonstrate this development to their funding body, the Tower Hamlets Primary Care Trust, as supporting evidence in their case for moving to a more autonomous funding and management model.

### Phase 2 – Organisational Development

Following on from the development of the Team Charter, Francis Group assisted the East One Health and Cable Street Surgeries Leadership Team to undertake a second development project.

This work focused around 5 areas:

- Strategic Planning
- Customer Care, Patient Involvement and Participation
- Annual Appraisals
- Skills Mix Optimisation to meet Service Provision requirements
- Enhanced Services and QOF Optimisation

## Our Role

### Phase 1 – Team Charter

Francis Group designed a work programme to work with the practice's Leadership Team to analyse and improve their working styles and relationships and establish a Charter that defines their operating procedures (e.g. making decisions, managing conflict and managing their staff) with the aim of moving them from being a newly formed team to a high performing team capable of taking the management of the 20 staff over from the PCT.

### Phase 2 – Organisational Development

Our consultants set up this programme of activity to fit with the surgery's fortnightly Leadership Team meetings. Our method was to work with the Leadership Team to determine a 'champion' for each of the focus areas. We then met with the champion to develop a 'straw man' framework or solution, which was then presented at the next Leadership Team meeting where it was modified. Our consultant then produced the final product for approval at the next meeting.

A different approach was taken with the strategic planning sessions. This was done via a series of guided discussions/ workshops utilising three of the Leadership Team sessions which were dedicated to this purpose. We determined that what they really needed was a business plan with allocated actions and dates that also linked to the work done in each of the focus areas. Our methodology meant that not only did they get the product they were asking for but they also understood how to go about developing plans for future years.

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**Outcomes**

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**Phase 1 – Team Charter**

The East One Health and Cable Street Surgery now has a Leadership Team Charter in place and has agreed processes for managing its staff and developing its business and patient services. The practice is now much closer to independence from the PCT and the PCT's feedback regarding the practice's progress towards being suitable for independence is very positive.

**Phase 2 – Organisational Development**

The final outcomes were a business plan; a set of tools to address each of the focus areas and an action plan to ensure that each of the focus areas was addressed at the right time for on-going monitoring and development.