



# Case Study

## TILEHURST SURGERY PARTNERSHIP

## Increasing Alignment

The challenges facing GP Practices across the UK are greater now than at any time in the history of the NHS. Advances in medical techniques have resulted in an increasing older population with more complex health issues; while the younger population increase pressures through more immediate service level expectations.

Political pressure to extend hours and provide same-day appointments is placing a great strain on practice leadership teams. This pressure leads to high levels of stress at all levels within practices, with many partners deciding to step away from the pressures of partnership by taking early retirement, selling up their partnership or finding a salaried or locum positions in other practices.

Many practices have become 'top heavy' with senior leaders nearing retirement age and accustomed to working long and unsociable hours. A younger generation of Partners is emerging, with different expectations around balancing work and family commitments.

Emenex has been working with practices in West Berkshire in order to help them focus on these three key areas. One Practice is the Tilehurst Surgery Practice (The Potteries) in Reading. By deploying the ExtraMILE survey, Emenex built powerful employee

engagement data to inform and develop facilitated time-outs with the practice leadership team. This helped them create their own unique vision, agree on organisational values and set priorities in alignment with their direction of travel.

Several innovative solutions to many of their current issues quickly emerged, resulting in savings of both time and money and a reduction in the stress levels of the practice as a whole.

One of the most powerful insights that came out of the work has been helping the Potteries leadership team to recognise the role that their experienced practice manager has to play in taking more responsibility for the business issues of the practice, allowing the partners to focus more of their time on what they are passionate about; namely helping their patients to improve their health.

*"It has been a real joy to have Emenex working with us. As a result of the work we have done together, the practice team has become stronger and clearer about their joint vision and goals. Most importantly, this has strengthened us as a team through more effective alignment and engagement."*

*Desiree Warren, Practice Manager*

- Clarity of vision, values and priorities for the present and future of the practice
- Forward looking projects around changing roles and patient-centred service integration
- Optimisation of processes around prescriptions, administration, appointments, QOF targets, enhanced services, complex care, clinical education
- Strengthening of personal resilience and engagement through building self-awareness and empowerment to take charge of their development
- Increase in overall engagement as measured through their Employee Engagement survey results