

Case Study

Managing Change - Bristol NHS Primary Care Trust

A project management toolkit for PCT Professionals



Ask most practitioners within the NHS and they'll say change is to be found everywhere. They'll cite The Agenda for Change, Practice Based Commissioning, Next Stage Review and Leading Local Change amongst many others.

Various NHS publications have 'Managing Change' in their titles; evidence if it were needed that the parent body recognises the need to equip and up skill its staff in the delivery of successful change projects.

As an acknowledged leader in project management, Oxford Projects were asked by Bristol PCT if we could design and deliver a course specifically aimed at GP Practice Managers. The result is a 2 day course titled '*An introduction to project management for Practice Managers – a toolkit for managing change*'.

Oxford Projects Approach

We took a four stage pragmatic approach to this assignment:

Consult with those affected (in this instance Head of Non-clinical training at Bristol PCT, and Practice Managers).

Specify a focused course based on our experience and use facilitators with experience of the NHS and PCT's.

Design the workshop with a case study relevant to the likely attendees together with a set of practical tools.

Deliver the course using terminology and processes consistent with that supported by nationally recognised qualification bodies¹.

Target audience – GP Practice Managers and support staff.

The two-day workshop blended the explanation of theory with the opportunity to apply the tools and techniques using the activity based case study. Delegates were encouraged to work in small teams to apply the methodology and then to reflect on the application of those tools and techniques to their current or future projects.

¹ APM - Association for Project Management

"Excellent introduction to Project Management. Very well presented and a good mix of theory and practice"

Course topics:	Learning outcomes:
Project management – a Practice overview	The definition of a project and a lifecycle
Financial planning and initiating a project, determine the success criteria for the project	How to create a business case and agree the most important targets to be met
Estimating – time and cost	How to estimate, and the 2 key approaches
The project communication plan	How to create a communication plan that meets the needs of stakeholders
Establishing clear objectives through understanding the project's aim and scope	How to identify the project deliverables at each phase
Creating a realistic project plan	How to plan, analyse the risks and communicate the results
Taking people with you... commitment through involvement.	How to motivate the team and get and gain commitment
Monitoring and controlling projects	Understand the tools for simple monitoring to avoid overruns and overspends
Quality management: setting an audit trail	How to maintain adequate records
Handover and project closure	How to close the project and debrief the team
Conducting a learning review	How to learn the lessons and avoid a 'blame' culture

In addition to the workshop notes delegates were given a copy of Oxford Projects' toolkit for Project Managers. This toolkit booklet is a real 'how to' explanation of the various Project Management techniques and contains a useful lifecycle model of when to apply each method.

Accredited qualifications

This course is compatible with the APM Introductory Certificate syllabus. For those delegates who attended the workshop and who wish to achieve a formal qualification in the subject of Project Management we are offering a half day conversion session followed by the one hour multiple choice exam. The exam is externally invigilated by the APM and can be held at the PCT training centre.

The APM IC qualification is a European recognised foundation qualification in Project Management.

This course is available to run at your PCT. For more information email: marija@oxfordprojects.co.uk or call 01865 201 815