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# Shaping the future

Change management and influence within  
general practice and primary care networks

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# Ch-ch-ch-ch-changes

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C – consider where you are/want to be

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H – harness your stakeholders

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A – activate the plan to innovate

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N – negativity needs to be recognised and addressed

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G – guide, support and mentor through the change process

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E – evaluate what went well/less well

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S – share learnings, celebrate success and/or start over

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# C – consider where you are/want to be



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Audit



Quality assurance programmes – see [pccsuk.org](http://pccsuk.org) for toolkits



Local, national or international drivers



Identify the gaps between current and desired position



Incentives to change



# H – harness your stakeholders



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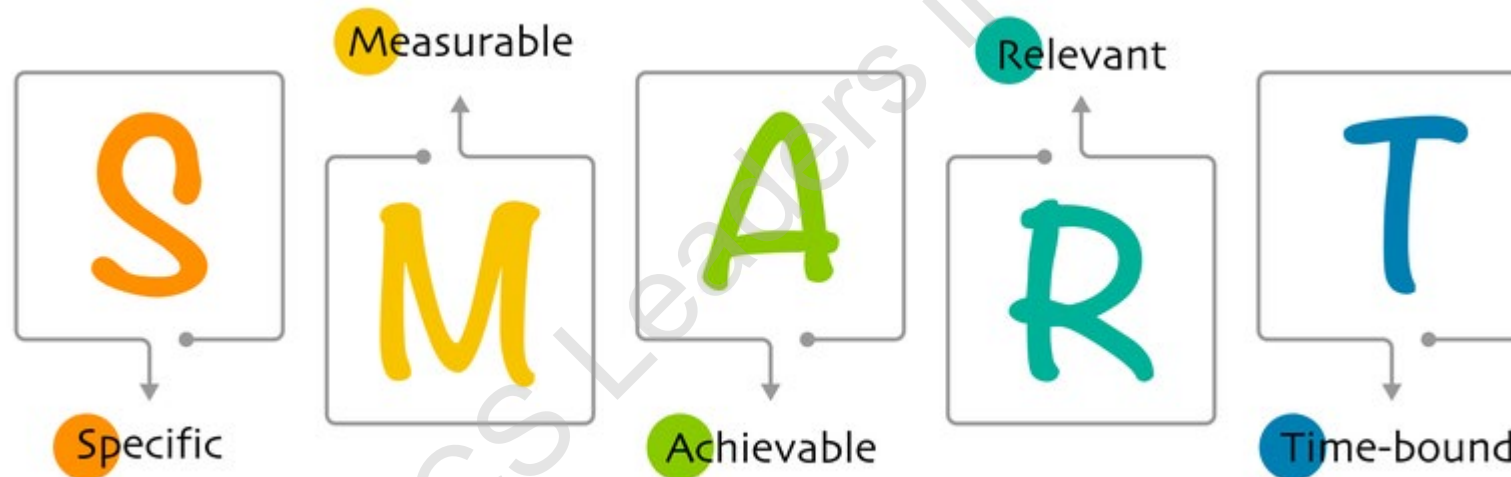
- Who will be affected?
- What do we need to know from them?
- Communication is key
- Shared clarity re goals and the reason for these goals





# A – activate the plan

- Get SMART





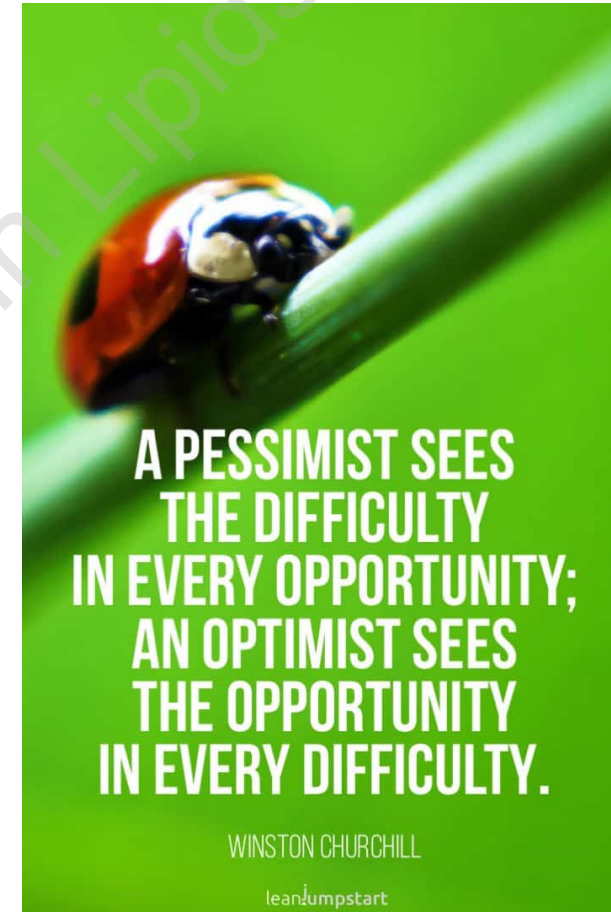
# N – negativity



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- Recognise the power of dissent
- Positive change can come from addressing negativity
- Recognise how failure can inform change







# G – guide, support and mentor

- ‘We’re all in this together’
- Check in
- Continue to communicate
- Be trustworthy
- Be an effective and inspiring leader



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# E – evaluate



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DID IT WORK?



IF NOT, WHY NOT?



IF SO, WHERE NEXT?

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# S – share learnings



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# How to influence change in general practice



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Credibility

Data

Leadership

Communication

Know your  
'who's who'  
locally and  
nationally

Use those  
contacts



# From the NSF to the MSF



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The National Service Framework<sup>1</sup> – how it changed practice



The Modern Service Framework<sup>2</sup> – opportunities to influence

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MSF, Modern Service Framework; NSF, National Service Framework.

1. Chapman G, et al. J Epidemiol Community Health 2001;55:373–374; 2. GOV.UK. Fit for the future: 10 Year Health Plan for England - executive summary (accessible version). July 2025. Available at: <https://www.gov.uk/government/publications/10-year-health-plan-for-england-fit-for-the-future/fit-for-the-future-10-year-health-plan-for-england-executive-summary>. Accessed September 2025.



# In summary



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Be the change you want to see in the world



Harness the power of likeminded people with similar aspirations



Recognise the value of dissent



Review, reconsider, re-evaluate



Celebrate all successes, however small!



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