

Leadership

and Management Development Programme

LEADING TO THE UNIVERSITY ADVANCED CERTIFICATE IN HEALTH SERVICE MANAGEMENT

*This practical programme will enable
clinical and non-clinical managers to:*

- Drive Change
- Lead and Manage
- Think like an Entrepreneur
- Understand World Class Commissioning
- Apply Lean Thinking
- Manage Quality and Data
- Appraise and Performance Manage Staff
- Manage Yourself
- Allocate Work
- Motivate, Coach and Mentor
- Make Decisions
- Manage Financial Resources
- Understand Customers



As healthcare changes, it is crucial for those in a management position to keep up-to-date with the dynamic context. Managers are required to make the daily decisions that improve quality of care and efficiently manage resources all within a robust quality assurance framework.

The School of Public Health and Clinical Sciences, UCLan are pleased to offer this specialist management programme for Departmental Managers of clinical and non-clinical teams. We recognise that Managers will have departments for HR, Accounts, Clinical Governance, Estates, etc. Therefore this programme focuses on the actuality of managers roles, thinking around knowledge, skills and behaviours so as to become effective.

This practical, skills-based programme aims to enable managers to:

- Drive Change
- Lead and Manage the Service Area that they are Responsible for
- Think like an Entrepreneur
- Understand World Class Commissioning and its Implications in Practice
- Understand and Begin to Apply Lean Thinking
- Select and Manage Staff
- Performance Manage
- Manage Yourself
- Allocate Work
- Motivate, Coach and Mentor
- Make Decisions
- Manage Finance
- Implement Clinical Governance
- Understand Customer Choice, Needs and Wants
- Make the Most of Data and Comply with Legislation

Management & Leadership in the NHS

There is continuing interest in the contribution of leadership to improving the quality of care in healthcare services. It is considered an essential pre-requisite underpinning the current wave of health service reforms (High Quality Care for All, 2008). Leadership is exercised in an increasingly complex, uncertain, and turbulent environment. Leaders will need up-to-date skills and knowledge to enable them to survive and prosper in these demanding circumstances.

The NHS is set on a transformational process which requires up-to-date and sensitive leadership at all levels in the organisation. In particular, it is important to ensure that transformational change is locally led, patient centred, and clinically driven. (High Quality Care for All, 2008) Therefore, there is an imperative to involve clinicians as leaders of innovation and change.

Who should attend?

- Those with responsibility for leading Teams and Services within the NHS and health care environments - Acute, Mental Health, Ambulance Trusts, Community, Commissioners, Prison. For example: Nursing, Medicine, Allied Health Professionals, Non Clinical and Support / Administrative / Corporate Services
- Aspiring Managers

Programme Facilitators

- Sarah Hannon, Organisational Psychologist
- Emma Broda, BICS (Bolton Improving Care System) Senior Facilitator, Royal Bolton Hospitals NHS Trust
- Dr Steve Willcocks, Principal Lecturer
- Professor Chris Heginbotham, Professor of Mental Health Policy and Management
- Darren Cunningham, Business & Marketing Consultant
- Paul Edwards, Business Management Consultant
- Nick Gregson, Senior Lecturer

Programme delivered at any National Location

The Faculty Team can deliver this programme at any national location for a group of 18 Managers or more. To discuss your specific needs in more detail, please contact **Martine Townsend** - mcdobson@uclan.ac.uk or telephone **01772 893837**.

University Qualification

This Programme provides the participants with the opportunity to be awarded the Advanced Certificate in Health Service Management from the University of Central Lancashire. The programme is at 2nd year degree level and equates to two modules of a degree - BA (Hons) Health Studies. In addition, this programme will also provide routes through to other University health and social care qualifications.

Programme Content

Day 1

Leadership & Management in a Health Care Context

- Overview of the health care environment nationally
- Examine the current climate of major, ongoing change within health care provision and its implications for managers.

Dr. Steve Willcocks

Introduction to the Programme and Studying

The session will ease you back into study but more specifically focus on the skills required to meet the learning outcomes of the programme. Developing essential writing skills will be an important part of the session and you will have the opportunity to discuss any concerns with the Team delivering the programme.

Previous Managers have commented that the sessions have been very helpful in easing anxiety about return to study; providing relevant and informative information on study skills.

Nick Gregson

Day 2

Leading Change & Transformational Management

This practical session is designed to enable you to analyse how services may be delivered differently and plan how to improve existing systems and structures. Practical approaches to managing change and making change happen are considered and applied to real life situations in order to enable you to develop confidence and skills in being a change agent.

On completion of this day you will be able to:

- Develop a change plan for your Service by applying change models and tools
- Reflect on power, influence and levers for change within the NHS and healthcare and identify how to use these when planning change
- Understand the transactional and transformational behaviours required of the effective Manager when making change happen
- Map stakeholders involved in the change and plan communications which meet their needs and achieve buy-in.

Sarah Hannon

Day 3

An introduction to Lean Thinking and its Application to Healthcare

Lean philosophy is increasingly being recognised within healthcare as a powerful way to identify and implement improvements in terms of quality, safety and value by focusing on the patient experience and what is of importance to them.

The session will provide an initial introduction to the key Lean concepts, examples of how it has been applied within a healthcare setting and offer practical experience of using some basic Lean tools. This will include:

- Introduction to the Key Themes of Lean:
 - Respect for People and Society
 - Identifying and Removing Waste
- Introduction to the Basic Lean Principles:
 - Value - Value Stream - Flow
 - Pull - Continuous Improvement
- Potential Barriers to Lean Improvement:
 - Focus on True Flow and Lean Leadership
- Introduction to Basic Lean Tools - Value Stream Analysis:
 - Current State Mapping
 - Future State Mapping
- Consideration - Where can you apply Lean within your processes?

Throughout the day there will be a mix of presentations, practical examples, discussion and exercises.

Emma Broda

Day 4

World Class Commissioning (am)

Effective commissioning is essential if the NHS is to evolve and develop to meet the changing expectations of patients and service users. The World Class Commissioning strategy places an emphasis on achieving a set of appropriate competencies and obtaining the necessary assurance. The NHS and local authorities are determined to develop the commissioning function so as to offer the highest quality person centred care.

This session will review the relevant government policies, the Commissioning Framework and the way that joint and integrated commissioning is developing, and will include:

- The Eight Steps to Effective Commissioning
- Third Sector Commissioning and Market Stimulation
- Joint Strategic Needs Assessment
- Practice Based Commissioning
- Personal Health and Social Care Budgets.

Professor Chris Heginbotham

The Entrepreneurial Manager (pm)

Entrepreneurship is being increasingly recognised as an essential quality in healthcare practice.

This session challenges you to think about what is needed to create an entrepreneurial culture and the key characteristics of an entrepreneur. This is achieved by introducing you to real examples of business successes and failures and reflecting on the critical success factors which drove these outcomes. This session will include:

- Winning Traits of a Successful Entrepreneur
- Creativity and Innovation
- Delivering an Entrepreneurial Service.

Darren Cunningham

Day 5

Managing Quality and Data

This session will challenge your preconceptions about traditional audit and bring a more scientific, robust and interesting approach to governance and audit. Participants will explore:

- What is Clinical Governance?
- How can Clinical Governance be Implemented Practically?
- Developing Research and Audit Questions to Drive Change
- Sampling Methods
- Understanding Research Statistics
- Using Statistics and Probability Modelling to Monitor and Understand Data and to Effectively Implement Change
- Using Control Charts for Managing Time Data.

Paul Edwards

Day 6

Self Management, Self Development

Self-awareness is an essential pre-requisite to effective self-management and management of others in the workplace. This session focuses on you and your preferred ways of working and gets you to examine how this may impact on colleagues and the challenging work situations you encounter. Throughout the session you will draw on a range of models and techniques for analysing your personal strengths and development areas in working with people across a range of challenging contexts in order to produce an informed self-development plan. Areas you will cover in this session include:

- Critical Incident Analysis to identify key skills / behaviours required in your work role
- Identification of your strengths and development areas in difficult work situations
- Analysis of your constructs, behavioural style, preferred team role and learning approach
- Understanding what self-analysis means for effective workplace involvement and development
- Effective communication: Interpreting others' needs and accommodating these
- Getting the message across to achieve win-win: Application of techniques and tools
- Identifying innovative learning and development opportunities which meet your work needs and career aspirations
- Development planning to build on strengths and target development areas.

Sarah Hannon

Day 7

Effective Appraisal and CPD

This session aims to give a tested method for integrating the requirements of the KSF and Agenda for Change into a motivating review and development programme. It overcomes the traditional negativity of annual appraisal, and shows managers why traditional NHS systems are flawed and how processes that are more reflective of the realities of performance managing people can be incorporated.

- Review of KSF
- Appraisal, Development Plans and CPD
- Performance Management and Annual Review: A Need to Change Focus
- Understanding Knowledge, Skills and Behaviours for Effective Goal Setting
- Motivational Review and Engagement Techniques
- The Mantra of Maintaining Excellence
- Managing Unmotivated Colleagues and Re-engaging Them
- Using the Process to Manage Underperformance.

Sarah Hannon

Day 8

Developing and Improving Staff Performance

During this session you will explore practical ways of facilitating decision-making and engaging staff so that everyone is committed to agreed outcomes. The session will briefly examine the Learning Organisation concept and then explore in detail how continuous development and learning for all can be achieved through the appraisal system and its supporting one-to-one sessions. The session will examine mentoring and coaching as effective development methods and you will apply these to identified workplace opportunities. Finally, you will examine a range of difficult work situations and explore strategies for managing conflict and resolving performance issues. Specifically, you will cover:

- Dynamics of Group Decision-Making and Facilitation Skills
- Effective Management of Meetings
- Learning Organisation Criteria for the Practice
- Making Links Between Appraisal and Day-to-Day Line Management
- Getting the Most Out of One-to-One Sessions
- Fostering Talent Through Mentoring and Coaching
- Developing a Coaching Programme
- Managing Staff Performance and Resolving Performance Issues
- Managing Work-based Conflict.

Sarah Hannon

Day 9

Managing Financial Resources (am)

This session is designed to develop your core knowledge of accounting processes so as to understand the requirements of Finance Departments. The session will cover:

- Clarification of Accounting Terminology
- Understanding Budget Statements
- Incremental and Zero Based Budgeting
- Financial Planning
- Developing and Costing Out Plans and Bids.

Paul Edwards

Making an Effective Presentation (pm)

This session will assist you to be able to present with confidence, communicate more effectively, and enhance your personal impact. It will be particularly useful in assisting you to prepare for the oral presentation assessment of this programme.

Paul Edwards

Day 10

Workbased Management & Leadership Project

You will undertake a relevant and appropriate work-based management and leadership project.

The assessment for this module will consist of two parts:

- (a) Project report (2000 words) which will provide an in-depth look at a particular service management issue
- (b) 10 minute oral presentation to peer group reflecting on the project.

Dr. Steve Willcocks

Assessment

The programme is split into two modules - HS2001 (Managing Health Care Organisations) and HS2703 (Work place module). In addition to the assignments you will complete for HS2703 which are covered on Day 10, you will also undertake a further 2 assignments earlier on in the programme which are as follows;

- A report (2000 words) in which you will evaluate the impact of a chosen specific policy on your area of management responsibility
- A problem-based case study report (2000 words) which will involve conducting a SWOT Analysis & proposing strategies to address opportunities identified within the SWOT.

Ample support is built into the programme and time will be set aside for you to discuss the progress of your assignments with both the tutors and the academic lead throughout the duration of the course.

The completion of the assignments will enable you to develop and apply your knowledge and skills in a work-based context.

You will need to successfully complete all the assignments to achieve the University Advanced Certificate in Health Service Management award.

Other University Awards

- BSc Health and Social Care (with Leadership Modules)*
- MA / PGDip / PGCert Health Service Management (includes University Certificate in Leadership for Health Professionals)*

* Subject to approval.

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