HSC Leadership Centre

Our Products 2013/14

HSC Leadership Centre

Providing Management and Organisation Development

INVESTORS IN PEOPLE

Contents //

Welcome

I am proud to present the 2013/2014 brochure of the HSC Leadership Centre.

These are exciting but critical times for Health and Social Care in Northern Ireland. Transforming Your Care, presents us with a unique opportunity to change the services that make up our system. We need to ensure we have quality management and leadership at all levels to drive this change forward and to ensure that service users can receive the right care, in the right place at the right time.

The implications for Northern Ireland that will emerge as the Francis Report is analysed, presents the service with a challenge to ensure that our services are safe, effective, of high quality and that patients are treated with the care and compassion they deserve. These values must be at the core of what we deliver.

The new Human Resources, Payroll, Travel & Subsistence (HRPTS) and Finance, Procurement & Logistics (FPL) systems represent a key driving force in the modernisation agenda within health and social care in Northern Ireland (HSCNI).

In light of the compelling need for change, we have indentified the following priorities for the coming year:

- Development of an Intelligence Hub for HSC
- Increased focus on developing Medical Leadership
- Continuation of the work on Team Development
- Continued support in Leadership and Management Development
- Enhanced focus on Succession Planning at a local level- supporting our clients to identify and develop a pool of exceptional leaders for senior roles
- Continued focus on helping organisation to achieve Investor in People (IiP) status
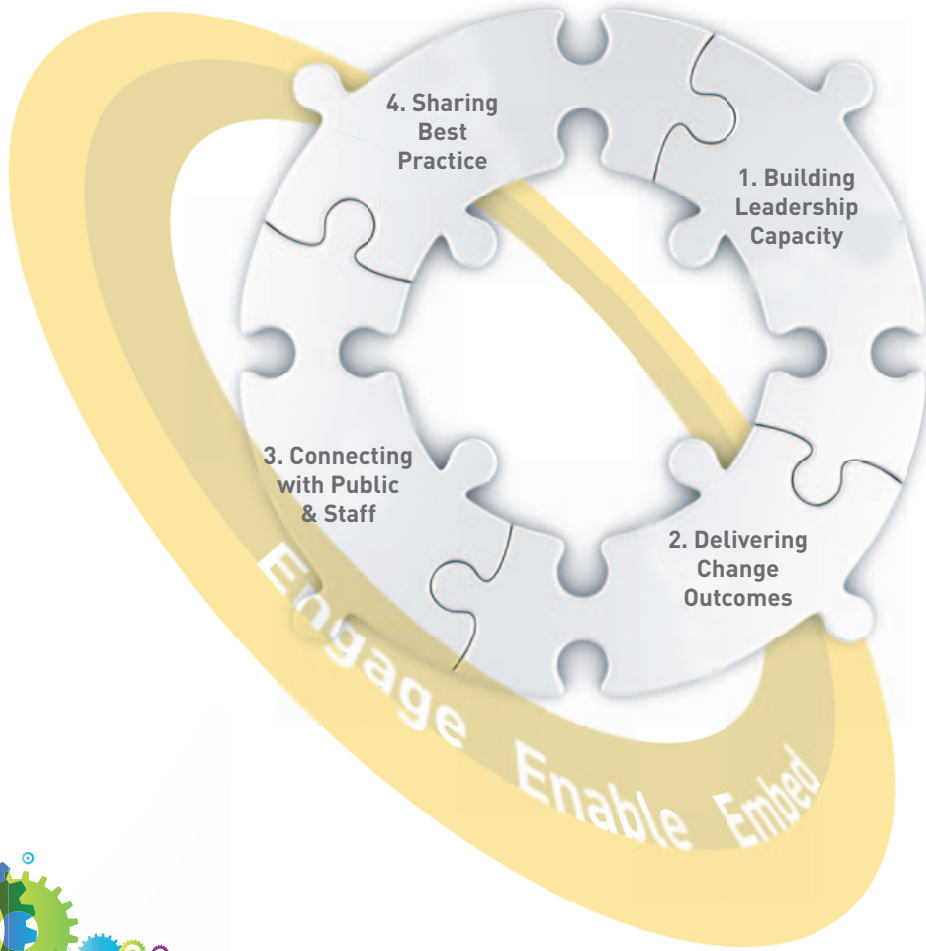- Extension of the Coaching Model

We believe we have the people and the experience to help you to address your priorities for the year ahead. Our unique business model enables us to design and develop tailor made products to meet your needs. We continuously strive for innovative enhancement to the services we offer and we pride ourselves in our responsiveness and in the value for money and high quality services which we provide. We look forward to supporting you, your team and your organisation in 2013/2014.

Diane Taylor
Head of Leadership Centre

Priorities

4. Sharing Best Practice

1. Building Leadership Capacity

3. Connecting with Public & Staff

2. Delivering Change Outcomes

Engage   Enable   Embed

At the HSC leadership Centre we can support you, your team and your organisation to work towards the current and future challenges faced by HSC. To help you in achieving successful transformation of care, we can offer you support in the following four key areas:

1. **Building Leadership Capacity**
We develop key leadership skills in line with the NHS Leadership Framework for staff at all levels in the organisation to ensure effective service delivery now and in the future.

2. **Delivering Change Outcomes**
We assist leaders and teams in the use of systematic approaches to change which help to ensure that they continually improve quality and deliver measurable benefits.

3. **Connecting with Staff and Public**
We support effective engagement with the public and staff to harness their energy in improving services.

4. **Sharing Best Practice**
We help HSC share and spread best practice by facilitating networks and signposting practical examples of how the best organisations deliver improvement.

The full details of the range of products and services we offer in these four areas are available on our website. In the Products section of this brochure, we give an overview of our open programmes. Through our consultancy service, we can also tailor our products to fit your exact requirements.

We will work with you to help you **ENGAGE** your staff more effectively to **ENABLE** them to develop a culture of improvement which will **EMBED** the necessary transformation.

Products
Consultancy

Consultancy Services

We offer a broad range of consultancy services which can be tailored to fit your exact requirements. Below you can see a broad overview of the types of consultancy we can provide for you, your team and your organisation. Please contact us directly to discuss your specific needs and to see what we can do for you.

Consultancy Services

- Medical/Clinical Leadership
- Service Improvement
- IT
- Teams
- HR Support
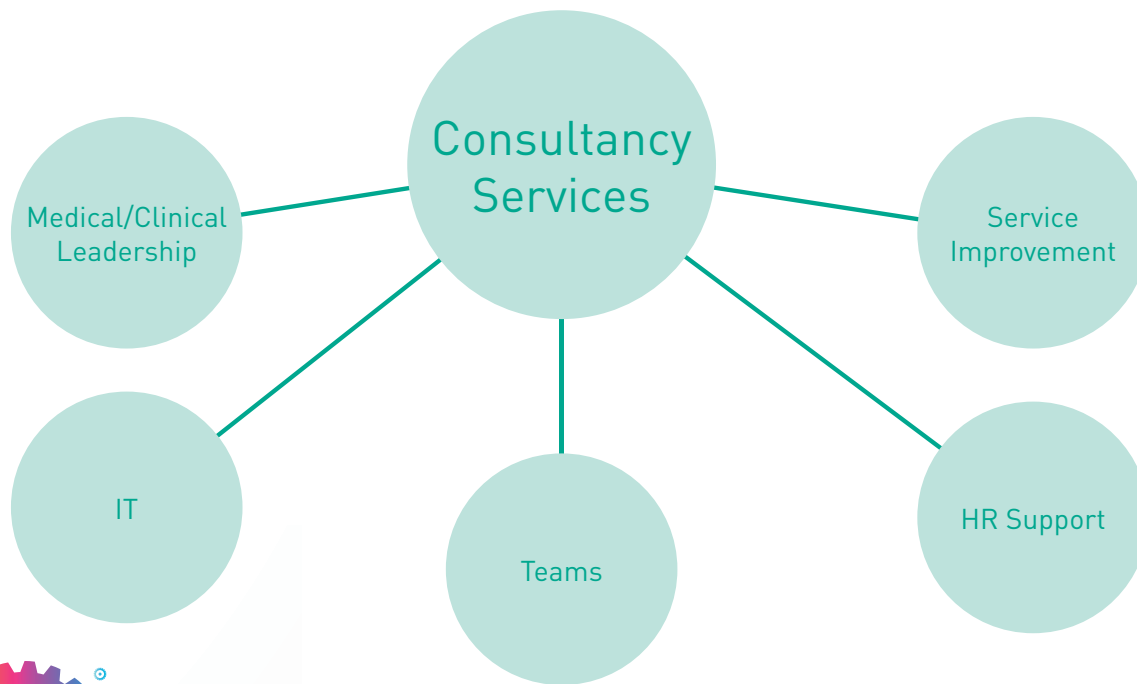
HR Support
Assessment centres
Executive recruitment
Coaching
Mediation
Investors In People (IIP)
Investigation support
Facilitation
Graduate Recruitment
Succession planning

IT
IT Training
E-business solutions
E-Learning
Web development

Medical/Clinical Leadership
Management and Leadership Development
Medical Appraisal

Service Improvement
Service Reviews
LEAN
Sharing / Spreading best practice via tours, seminars and publications
The Productive Series: Ward, Theatre, Leader
Facilitation

Teams
Myers Briggs
Belbin
Team development
Team effectiveness
Leadership Framework 360
Facilitation

Further information on our consultancy services can be found on our website.

Alternatively please contact:
HR support - Robin Arbuthnot
IT – Anne Hamill
Medical/Clinical Leadership - Christine McGowan
Service Improvement – William Young
Teams - Paula O'Kelly

Please visit our website for more information @ www.leadership.hscni.net

Products
Management
Development Programmes

Leadership and Management Development at HSC Leadership Centre

The Leadership Centre believes that effective leadership is needed at all levels of the organisation and is not restricted to people who hold designated leadership roles or titles. For this reason the Centre has designed a range of leadership programmes and interventions which are listed below. These address all aspects of leadership in line with the NHS Leadership Framework which states "the framework is applicable to everyone in health and social care, no matter what their discipline, role or function… Acts of leadership can come from anyone in the organisation and as a model it emphasises the responsibility of all staff in demonstrating appropriate behaviours, in seeking to contribute to the leadership process and to develop and empower the leadership capacity of colleagues".

		Personal Leadership	Leading Teams	Leading Services	Leading the Organisation
Senior / Post Graduate Level	Acumen	✓			
	Building Leadership Capacity	✓		✓	
	Transforming Leadership			✓	✓
	Msc Interprofessional Heath and Social Care Management	✓	✓	✓	✓
	Post Graduate Diploma in Health and Social Care Management	✓	✓	✓	✓
Middle Manager Level	Managing Effective Practice		✓	✓	
	Managing for Success in ICT	✓	✓		
	Coaching Leader	✓	✓		
	Training Leader		✓	✓	
	Effective Leader	✓	✓	✓	
	Innovative Leader		✓	✓	
	Records Manager	✓	✓		
First Line Manager Level	Coaching Manager	✓	✓		
	Developing Leader	✓	✓	✓	
	Change Leader	✓	✓		
	Nurse and Midwife Development	✓	✓		

Acumen

An Executive Leadership Programme for Directors (including Chief Officers) in Health and Social Care organisations

Purpose:

This programme has been developed to reflect the key challenges currently facing Health and Social Care and the associated leadership priorities. The programmes' participants will be drawn from all parts of the health and social care economy, in order to explore the opportunity to create a learning community from amongst providers, policy makers, commissioners and regulators.

Learning Outcomes:

- Increased self-awareness and belief as a leader.
- Opportunity to adapt existing, and adopt new skills and behaviours for more effective leadership of others.
- Enhanced diagnostic and intervention skills to lead more effectively within a world of technical problems and adaptive challenges.
- A sharpened political astuteness that supports strategic and local change.
- New knowledge about health and social care futures and enhanced 'sense making' skills.
- A renewed commitment to your development.

Audience:

Directors (including Chief Officers) of Health & Social Care organisations, from:

- Regional Bodies
- Trusts
- Voluntary/Charitable/ Community health and social care organisations
- Independent health and social care organisations

Method:

The programme will use a range of leading leadership and health and social care thinkers from throughout the UK. The practical modules will enable participants to step back and reflect on their own leadership and build networks with other senior leaders in the sector.

Costs:

2 Management Development places

Dates:

Launch: 4th October 2013
Module 1:
5 & 6th November 2013
Module 2:
5th December 2013
Module 3:
9th January 2014
Module 4:
7th February 2014
Module 5:
13th & 14th March 2014

For more information contact:

Robin Arbuthnot and William Young (Course Directors) Pauline Atkinson (Course Administrator)

Building Leadership Capacity

Purpose:
This Succession Planning Initiative is aimed at individuals aspiring to executive level posts within the Health and Social Care (HSC).

The HSC Leadership Centre has designed this regional succession planning initiative to ensure that we have the best possible leadership and potential pool of leaders both now and in the future within Health and Social Care (HSC) in Northern Ireland at Director and Chief Officer levels.

It will prepare and challenge individuals aspiring for Director and Chief Officer positions so that they can transform how health and social care is provided to ensure the delivery of high quality patient focused services.

Learning Outcomes:
- Development of a comprehensive and bespoke personal development plan;
- Increased pool of potential Leaders who are ready and able to take up Director (including Chief Officer) positions in the future;
- Enhanced leadership, to achieve high standards of care and performance within the Health and Social Care system;
- Create a network through a collaborative approach to increase support and opportunities for the development of whole systems Leaders.

Audience:
Directors, Co-Directors & Assistant Directors across the Health & Social Care system.

Method:
Participants will undertake a range of diagnostic tools and events in order to identify their personal development needs. Individuals will complete a range of initiatives from a development menu in line with their bespoke personal pathway as outlined within their personal development plan. The individual development menu will be made up of both mandatory and discretionary elements. Every individual will be assigned a coach.

Costs:
2 Management Development places

Dates:
Launch: 13th & 14th January 2014

For more information contact:
Paula O'Kelly, William Young and Robin Arbuthnot (Tutors)

Transforming Leadership

A Leadership Programme for Senior Leaders in Health & Social Care

Purpose:
To provide a unique opportunity for experienced senior leaders to adopt a 'coach approach' to leadership by gaining awareness of some successful leadership models.

Learning Outcomes:
Throughout the modules, participants will learn creative techniques and solution-orientated tools which will help them inspire and influence others to think differently to ensure that services are transformed. Benefits will be gained at all levels, for the individuals, for the service and for the organisation as a whole. The programme will require participants to focus on real service challenges and use a range of methodologies to assist them in delivering sustainable service changes that make a difference through an ethos of continuous improvement, innovation and resilience.

Audience:
Individuals working at assistant director level within health and social care organisations across Northern Ireland

Dates:
Launch
20th February 2013
Mod 1
17th & 18th September 2013
Mod 2
19th & 20th November 2013
Mod 3
21st & 22nd January 2014

For more information please contact:
Fiona Crossey or Patricia Reaney (Tutors)
Donna Magill (Course Administrator)

MSc Interprofessional Heath & Social Care Management

Purpose:
This programme is being run in partnership with Queen's University Belfast, School of Medicine, Dentistry and Biomedical Sciences and will give participants the opportunity to learn with and from other professionals.

Learning Outcomes:
- Provide students from different HSC professions with an opportunity to harness diversity of experience.
- Provide an education environment where students can revisit their value base and develop skills for effective interpersonal and interprofessional working.
- Provide an opportunity for students to understand ethical dilemmas and law relating to health and social care professionals.
- Provide students with work management tools such as managing change, leadership and conflict resolution.
- Foster research and research skills relating to interprofessional working and learning.
- Queens University Belfast & NISCC accredited (Leadership and Strategic award).

Audience:
This programme is aimed at any profession within Health and Social Care.

Dates:
Introductory Day – 12th September 2013 – followed by 2 tutorials per month

For more information contact:
William Young (Course Director)
Rebekah McGrath (Course Administrator)

For further details and entry criteria please visit
http://www.qub.ac.uk/schools/mdbs/ProspectiveStudents/pgd/PT/IPHSM/

Post Graduate Diploma in Health & Social Care Management

Purpose:
To educate and develop leaders and managers within Health & Social Care. The programme aims to assist leaders and managers to plan, implement and sustain change in the transformation of services.

Course Content:
The future environment requires the development of educated and reflective leaders and managers within health and social care. The transformation of service delivery has informed the curriculum for the programme, incorporating topics on: service change and improvement, performance measurement, quality, managing resources, service user involvement, financial accountability, leadership development, succession planning and employee engagement.

Approach:
The programme incorporates access to an e-learning platform, core text books, support tutorials, a range of invited speakers and participation in action learning sets. Learners are encouraged to think differently and develop creative new ways of working.

Audience:
Middle & Senior Managers throughout the public, private and voluntary HSC sector. This includes: clinicians and professionals with management responsibility, social work managers and managers throughout HSC support functions.

Entry Requirements:
Applicants must hold a degree or equivalent or demonstrate their ability to undertake the course through prior experiential learning. In addition, applicants must have at least three years appropriate management experience, at Band 6 or above.

Accreditation & Progression:
The Post Graduate Diploma is a University of Ulster validated programme of study supported by the School of Criminology, Politics & Social Policy. It is a two year programme and successful students from this programme may progress to the third year of the Masters in Public Administration (MPA). This is also an Accredited programme for Social Work, which offers an opportunity to gain 6 Leadership & Strategic Award requirements from NISCC.

To Apply:
www.leadership.hscni.net and click on the link for courses and then Leadership & Management Development courses.

Introductory Day:
14th May 2013
9.30am –4.30pm

For more information contact:
Margaret Murray (Course Director)
Rebekah McGrath (Course Administrator)

Sources of Funding:
Students applying from HSC Trusts & Agencies (Core clients) may be funded partly through the Service Level Agreement with the HSC Leadership Centre, but must gain approval from within their organisation for this arrangement.

Managing Effective Practice

Purpose:
To develop the competence and confidence of Social Work team leaders building on existing management and leadership experience.

Learning Outcomes:
- Develop Social Work team leader roles and build on existing management experience;
- Develop the confidence and competence of social work team leaders;
- Carry out a service change/improvement project;
- Achieve four NIPQ requirements in Specialist Award.

Audience:
Newly appointed and experienced Social Work team managers and senior Social Workers.

Method:
4 Modules
Use of self-assessment tools
Use of keynote speakers from a Social Work/Social Care background
3 assignments and verbal presentation

Accreditation:
This is an accredited Programme for Social Work within the NISCC-NIPQ Framework meeting 4 Requirements of SPECIALIST Award

Costs:
2 Management Development places

Dates:
Module1:
26th- 27th September 2013
Module 2:
19th-20th November 2013
Module3:
14th-15th January 2014
Module 4:
25th -26th March 2014

For more information contact:
Anne McCormick & Diane Gowing (Tutors)
Jennifer Mills (Course Administrator)

Managing for Success in ICT

A development programme to enhance management and non-technical skills for HSC ICT managers

Purpose:
Although essential, sound technical skills are rarely enough to operate effectively in IT. Technology has to be appropriately applied to meet business needs. IT staff need a broad base of skills (including an understanding of skills needed for leadership and management) to enable them to introduce, manage and maintain technological solutions in modern HSC organisations.
This regional programme provides the opportunity for IT staff to fully explore and understand their role and to develop the necessary 'non-technical skills' which will enable them to utilise their technical skills in the HSC business context.

Learning Outcomes:
- Expand your understanding of the HSC ICT management environment including ICT funding mechanisms, governance and the User Perspective
- Introduce you to the concept of Personality Typing (MBTI) and the practical application in your role.
- Understand the need for innovation and change management within an organisation, and employ tools and techniques designed to manage and lead through change.
- Improve your knowledge of the principles of effective management and leadership.

Audience:
HSC IT Technical Staff (Bands 6 -8).

Accreditation:
This programme is accredited by the Institute of Leadership and Management (ILM).

Participants will be required to complete a written assessment and a presentation in order to obtain a Level 5 Award in Leadership and Management.

Costs:
This course is funded through the Regional ICT Programme

Dates:
Module 1:
28th & 29th May 2013
Module 2:
27th & 28th June 2013
Module 3:
5 & 6th September 2013

Presentations:
4th October 2013

For more information contact:
Patricia Reaney (Tutor)
Donna Magill (Course Administrator)

The Coach Leader

Purpose:
To develop Coach leaders within Health and Social Care.

Learning Outcomes:
- To review own ability as a Coach Leader
- To understand the skills, principles, and practice of effective management coaching and mentoring.
- To undertake management coaching or mentoring in the workplace
- To reflect on your performance as a coach or mentor
- To achieve an ILM Coaching qualification

Audience:
Middle & Senior Managers throughout the public, private and voluntary HSC sector. This includes: clinicians and professionals with management responsibility, social work managers and managers throughout HSC support functions.

Accreditation:
This programme is accredited by the Institute of Leadership and Management (ILM).

Participants will be required to complete a written assessment and submit a reflective coaching diary in order to obtain a Level 5 Certificate in Coaching and Mentoring.

Dates:
Module 1:
5-16th October 2013
Module 2:
12-13th November 2013
Module 3:
12-13th December 2013

One to one Coach Facilitation between modules

For more information please contact:
Paul Comac, Margaret Murray, Debbie Patterson and Anne McCormick (Tutors) Jennifer Mills (Course Administrator)

The Training Leader (Training for Trainers)

Purpose:
To equip participants with the knowledge and skills necessary to carry out an effective training and development role.

Learning Outcomes:
- Plan and design effective training and development events
- Facilitate groups through training and development activities
- Structure and deliver relevant and engaging presentations to groups
- Identify skills and processes of one-to-one coaching
- Evaluate training and development activities

in terms of benefits to individuals, departments and organisations
- Qualification awarded by City & Guilds

Audience:
The programme is designed for anyone currently in or intending to move to a training / development role.

Accreditation:
This programme is accredited by City and Guilds.

Participants will be required to complete two written assignments and one practical teaching session in order to obtain a Certificate in Preparing to Teach in the Lifelong Learning Sector accredited at NVQ Level3.

Dates:
Programme One:
10th & 11th October 2013
14th & 15th November 2013
12th & 13th December 2013
16th & 17th January 2014

Programme Two:
30th & 31st January 2014
27th & 28th February 2014
27th & 28th March 2014
8th & 9th May 2014

For more information please contact:
Diane Gowing

The Effective Leader

Purpose:
Exploring the HSC Context Becoming and effective leader (5 credits)
Making professional presentations (2 credits)

Learning Outcomes:
- Understanding the Strategic Context.
- Identification and Assessment of management and leadership skills.
- Developing Critical Thinking.
- Managing Improvement.
- Leading Innovation and Change.

Audience:
This programme is primarily aimed at managers who are working at bands 6 & 7, including, Clinical Managers, Service Managers and

Administrative Managers.

Dates:
Programme One
3rd & 4th December 2013
8th January 2014

Programme Two
4th & 5th March 2014
26th March 2014

Accreditation:
This programme is accredited by the Institute of Leadership and Management (ILM).
Participants will be required to complete a written assessment in order to obtain a Level 5 Award in Leadership and Management.

For more information please contact:
Debbie Patterson (Tutor)
Donna Magill (Course Administrator)

The Innovative Leader

Purpose:
To assist middle to senior managers who are responsible for leading staff through organisational change and ultimately delivering an effective service. The programme will provide individuals with an opportunity to develop skills in leadership, change management and service improvement.

Learning Outcomes:
- Understanding the Strategic Context.
- Identification and Assessment of management and leadership skills.
- Developing Critical Thinking.
- Managing Improvement.

- Leading Innovation and Change.

Audience:
This programme is primarily aimed at managers who are working at bands 6 & 7, including, Clinical Managers, Service Managers and Administrative Managers.

Accreditation:
This programme is accredited by the Institute of Leadership and Management (ILM).

Participants will be required to complete a written assessment in order to obtain a Level 5 Award in Leadership and Management.

Dates:
Programme 1:
8th & 9th October
12th November
11th December 2013

Programme 2:
14th & 15th January
11th February
18th March 2014

For more information please contact:
Debbie Patterson (Tutor)
Donna Magill (Course Administrator)

The Records Manager

Purpose:
To equip managers to lead on Records Management in their organisation.

Learning Outcomes:
- Understand your leadership/management style in records management.
- Increase your knowledge and understanding of best practice in records management.
- Apply project management skills to developments in records management.
- Deliver a presentation on records management.

Audience:
Managers (bands 4-6) with responsibility for Records Management.

Accreditation:
This programme is accredited by the Institute of Leadership and Management (ILM).

Participants will be required to complete a written assessment and a presentation in order to obtain a Level 5 Award in Leadership and Management.

Dates:
Module 1:
16th & 17th September 2013
Module 2:
14th & 15th October 2013

Module 3:
7th & 8th November 2013
Module 4:
5th & 6th December 2013

For more information please contact:
Diane Gowing (Tutor)
Pauline Atkinson (Course Administrator)

The Coaching Manager

Purpose:
To assist first line and middle managers who wish to develop their coaching skills in a management context.

Learning Outcomes:
- Understanding Coaching in the workplace.
- Developing good practice in workplace coaching.

Audience:
This programme is primarily aimed at managers who are working at bands 4,5 & 6.

Accreditation:
This programme is accredited by the Institute of Leadership and Management (ILM).

Participants will be required to complete a written assessment in order to obtain a Level 3 Award in Leadership and Management.

Dates:
Module 1:
17th & 18th December 2013
Module 2:
20th January 2014

Lead Tutors:
Debbie Patterson & Anne McCormick

The Developing Leader

Purpose:
This programme has been designed for individuals who would like to develop their competencies around a key set of leadership and management skills, and develop behaviours that lead to successful management in today's diverse workplace.

Learning Outcomes:
- Understanding Leadership
- Understanding the communication process
- Understanding how to establish an effective team

Audience:
This programme is primarily aimed at staff who are working at Bands 4 & 5 and are responsible for supervising, managing or mentoring staff. The course may be suitable for staff at a higher banding depending on their leadership and management experience.

Method:
This is three day modular programme which will include input from tutor and participants. This programme may involve independent learning.

Accreditation:
This programme is accredited by the Institute of Leadership and Management (ILM).

Participants will be required to complete a written assessment in order to obtain a Level 3 Award in Leadership and Management.

Dates:
25th April & 2nd & 3rd May 2013
3rd, 8th & 9th October 2013
14th, 21st & 23rd January 2014

For more information please contact:
Hilary Coleman or Siobhan Rice (Tutors)

The Change Leader

Purpose:
This programme has been designed for individuals who would like to develop their competencies around a key set of change management skills, and develop behaviours that lead to successful change management.

Learning Outcomes:
- Planning Change in the Workplace
- Understanding innovation and change in an Organisation

Audience:
This programme is primarily aimed at staff who are working at Bands 4 & 5 and are responsible for supervising, managing or mentoring staff. The course may be suitable for staff at a higher banding depending on their leadership and management experience.

Method:
This is two day modular programme which will include input from tutor and participants. This programme may involve independent learning.

Accreditation:
This programme is accredited by the Institute of Leadership and Management (ILM).

Participants will be required to complete a written assessment in order to obtain a Level 3 Award in Leadership and Management.

Dates:
16th & 24th April 2013
18th & 20th September 2013
11th & 18th December 2013
19th & 26th March 2014

For more information please contact:
Hilary Coleman or Siobhan Rice (Tutors)

Nurse & Midwife Development Programme

Purpose:
To provide participants with an opportunity to increase their levels of personal and professional confidence. Participants will gain a wider understanding of management and leadership to enable improvements in service delivery.

Learning Outcomes:
- Exploring the wider HSC environment.
- Personal effectiveness in a leadership context.
- Managing change and improving your service.
- Effective team working in a range of HSC settings.
- Deliver an effective presentation.

Audience:
Nurses and Midwives band 5 & 6.

Dates:
Programme One
Pre-brief: 30th September 2013
Module 1: 21st-22nd October 2013
Module 2: 21st-22nd November 2013
Module 3: 19th-20th December 2013
Module 4: 23rd-24th January 2014

Programme Two
Pre-brief: 31st January 2014
Module 1: 27th-28th February 2014
Module 2: 27th-28th March 2014
Module 3: 29th-30th April 2014
Module 4: 29th-30th May 2014

For more information contact:
Diane Gowing or Yvonne Connolly (Tutors)
Pauline Atkinson (Course Administrator)

Products

Short Course Programmes

Administrative Development Programme

Purpose:
This programme will provide you with the knowledge and skills to enhance and further develop competence in your present post and reflect on your career development.

Learning Outcomes:
- Communicate effectively.
- Time Management & Organisation – solutions that work.
- Managing demands in a complex environment.
- Managing relationships.
- Minute Taking (optional).

Audience:
Individuals currently working in an Administrative, Personal Assistant or other supporting role.

Dates:
6 & 7 June 2013
6 & 8 November 2013
5 & 7 February 2014

For more information contact:
Siobhan Rice

Appraisal for Doctors

Purpose:
To ensure Medical Appraisals are carried out effectively.

Learning Outcomes:
- This programme will enable Consultant appraisers to carry out an effective appraisal.
- Understand the National Scheme purpose and emerging features.
- Update on re-validation.
- Roles and responsibilities.
- Evidence requirements.
- Application of knowledge and skills to the appraisal discussion.

Audience:
Doctors who have been identified as appraisers in their organisations.

Method:
One day workshop.

Costs:
Participants will be charged 2 short course programme places, as numbers are limited.

Dates:
15th May 2013
12th June 2013
26th September 2013
12th December 2013

For more information contact:
Maura Milligan (Tutor)
Pauline Atkinson (Course Administrator)

Effective Presentation Skills

Purpose:
This programme will provide you with an overview of the skills required to deliver presentations effectively, and provide you with an opportunity to deliver a short presentation to the group.

Learning Outcomes:

- Understand how to plan and design a presentation
- Understand how to use PowerPoint
- Identify the skills used in delivering an effective presentation
- Building rapport with your audience

- Opportunity to deliver a presentation & receive constructive feedback

Audience:
With an increased emphasis on the need for individuals to effectively present information in the workplace, or as part of an interview, this programme will benefit anyone wishing to develop their skills and confidence in delivering presentations.

Method:
The programme will be delivered over 1.5 days. As part of the programme, Participants may wish to consider a potential topic in advance, which may be relevant to their work, career development, or interview preparation. Participants may wish to consider a potential topic in advance, which may be relevant to their work or related to career development or interview preparation.

Links to KSF:
C1 – Communication
C2 – Personal and People Development

Costs:
2 SCP places

Dates:
NB: 1.5 day programme, with afternoon of day 1 delivered by IT

22nd & 23rd April 2013
24th & 25th June 2013
23rd & 24th September 2013
20th & 21st January 2014
27th & 28th March 2014

For more information contact:
Patricia Connolly (Tutor)
Donna Magill (Course Administrator)

Financial Guidance for Retirement

Purpose:
To inform participants about the financial implications of retirement.

Learning Outcomes:
- Updated information about the HSC Superannuation Scheme & the State Retirement Pension.
- Enhanced understanding of the Financial Services Marketplace.
- Increased knowledge of how to protect assets and how to manage your money.

Audience:
Staff who are expecting to retire within twelve months of the programme date.

Method:
One day workshop

Links to KSF:
C2 Personal & People Development

Dates:
9th October 2013
12th February 2014

For more information contact:
Paul Donaghy

How to get that Job

Purpose:
To increase participant's level of self-confidence in applying for a new job opportunity by developing a deeper understanding of the Recruitment and Selection process.

Learning Outcomes:
- How to complete on-line and criteria based application forms.
- Support in identifying your key qualities and experience.
- Understanding the short-listing process.
- Interview preparation requirements
- Preparation of individual examples to illustrate your experience/

competence using the Leadership Framework
- Practice interview techniques and receive Peer feedback.
- Develop Personal impact and build confidence
- Assessment Centre awareness.

Audience:
This programme will provide support to participants working within HSC to prepare for interviews.

Dates:
12 June 2013
3 October 2013
19 November 2013
23 January 2014
13 March 2014

For more information contact:
Margaret Murray

Human Factors in Healthcare

Purpose:
This programme offers an introduction to Human Factors in the context of promoting patient safety in a clinical setting, and aims to enable participants enhance their communication and teamwork to improve the safety culture in Healthcare settings.

Learning Outcomes:
- Understand Human Factors and the potential threat to Patient Safety
- Understand the importance of communication and teamwork in improving the safety culture

Audience:
This programme is primarily aimed at staff who are responsible for supervising, managing or mentoring staff in a healthcare setting.

Method:
This is a one day programme which will include input from tutor and participants.

NB The course can also be offered as a 1 day programme for a team.

Dates:
7th June 2013
4th September 2013
10th December 2013
12th February 2014

For more information contact:
Patricia Connolly (Tutor)
Donna Magill (Course Admininstrator)

Improving Performance

Purpose:
This one-day workshop will explore the term performance management and provide delegates with the knowledge and skills to help them implement the principles of performance management in their work area.

Learning Outcomes:
- Gain an understanding of performance management
- Learn from examples of performance management in practice within HSC
- Be provided with some key performance management tools and techniques

- Have key actions identified for implementation to improve performance management in their work area

Audience:
Managers who wish to implement effective performance management processes at all levels within their departments.

Method:
One day workshop consisting of tutor input, group discussion and individual and group exercises.

Links to KSF:
C1 – Communication
C2 – Personal and People Development
C4 - Service Improvement
G6 – People Management

Dates:
20th June 2013
24th October 2013
26th February 2014

For more information contact:
Yvonne Connolly (Tutor)
Donna Magill (Course Administrator)

Managing Difficult Situations

Purpose:
The programme aims to equip participants with:
- A range of techniques to respond effectively to other people in difficult situations.
- The knowledge and skills to manage "difficult" behaviour.
- A range of techniques to enable you to handle challenging conversations.

Learning Outcomes:
- Co-operate with various types of behavioural styles
- Apply verbal and non-verbal techniques to interact effectively during challenging conversations
- Identify strategies to cope successfully with difficult situations

Audience:
Staff, managers, supervisors who may encounter "difficult" behaviour on a regular basis, which can lead to difficulties in achieving objectives.

Method:
The programme takes a highly participative and interactive approach, and is delivered over two full days.

Links to KSF:
C1: Communication
C2: Personal and People Development

Dates:
10th & 11th June 2013
29th & 30th October 2013
24th & 25th February 2014

For more information contact:
Diane Gowing (Tutor)
Pauline Atkinson (Course Administrator)

Managing Transformational Change

Purpose:
The situation facing leaders in health and social care is unprecedented and old ways of thinking about change are insufficient. This programme will provide participants with an opportunity to consider the behaviours needed to shape organisational culture and help leaders become models for change.

Learning Outcomes:
- Individuals will familiarise themselves with the NHS Change Model and how this can help them to create the energy to drive transformation
- Review successful case studies
- Understand how to engage others in the process and equip them to handle change personally and within their organisation.

Audience:
This programme is aimed at individuals who are managing staff through the implementation of change and transformation

Method:
The programme will be delivered over two days, two weeks apart. This format is designed to enable participants to identify the best approach and techniques to apply within their area of work.

Links to KSF:
C1 – Communication
C2 – Personal and People Development
C4 – Service Improvement

Dates:
9th & 16th Sept 2013
10th & 17th Jan 2014

For more information contact:
Patricia Reaney (Tutor)
Donna Magill (Course Administrator)

Service Improvement

Purpose:
To contribute to a dynamic Health and Social Care culture focused on continuous quality improvement.

Learning Outcomes:
- Assess which methodology is more appropriate for improvement challenges and opportunities.
- Understanding what quality is and how it relates to improved patient experience;
- Access a range of service improvement methodologies from the NHS Institute toolkit.
- Understand your personal impact as a positive role model for improvement.

Audience:
Service managers and those leading or co-ordinating improvement initiatives.

Method:
Combination of formal input and practical sessions.

Dates:
6th June 2013
10th October 2013
13th February 2014

For more information contact:
Yvonne Connolly (Tutor)
Donna Magill (Course Administrator)

Thinking Differently

Purpose:
Recent reforms have given us different structures and different points of focus. However, it is thinking differently—the necessary prerequisite for doing differently—that will, in the end, determine whether these reforms actually make a difference for patients, clients and the public.

The focus of the workshop will be a practical approach with an introduction to a range of concepts and thinking tools. This workshop will allow participants to start the journey of thinking differently and therefore doing things differently.

Learning Outcomes:
- To employ tools and techniques to assist thinking differently.
- To understand the process for thinking differently from concepts to implementation.
- To practice tools and techniques to assist thinking differently.
- To illustrate a variety of health care success stories where the tools and techniques illustrated within Thinking Differently have been used.
- To leave the session with practical resources that can be used in the workplace.

Audience:
Any staff, groups or teams who wish to think differently about challenges they face at work and develop innovative solutions that can improve service delivery.

Method:
One day practical workshop: In order to gain practical experience of using the tools within the Thinking Differently product, it is recommended that the participants identify an area which they wish to think differently about prior to attendance.

Links to KSF:
C1 – Communication
C2 – Personal and People Development

Dates:
27th June 2013
24th September 2013
22nd January 2014

For more information contact:
Yvonne Connolly (Tutor)
Donna Magill (Course Administrator)

Understanding Projects

Purpose:
PRINCE is a methodology for organisations to manage projects and all projects are, by definition, designed to add value to the organisation i.e. a new ICT system, a new clinical service or a new Health Centre. There are currently a large number of projects both in the service development and ICT arenas that require a project management approach if they are to be successful. This programme will furnish you with the knowledge and skills to enable you to understand the basics of PRINCE.

Learning Outcomes:
- Describe Project management problems.
- Prepare a Project Organisation chart.
- Understand Product Based planning.
- Describe a Project Initiation Document.

Audience:
Any member of staff who is involved in projects.

Method:
One day.

Links to KSF:
C1 - Communication
C2 - Personal and People Development
G5 - Services and Project Management

Dates:
Thursday 20th June 2014

For more information contact:
Paul Comac (Tutor)
Donna Magill (Course Administrator)

Understanding MBTI Type Dynamics

Purpose:
To gain a deeper personal insight of one's own behaviour through an exploration of Myers-Briggs Type Indicator dynamics."

Learning Outcomes:
- To understand MBTI Type Dynamics and its impact on behaviour
- To gain insight into how your own type dynamics impact your behaviours in a range of situations
- To consider how type dynamics impact others' perceptions of you.
- To gain insight into how your own type dynamics can enable you to achieve effective outcomes in the workplace

Audience:
Anyone who has completed their MBTI Step 1 or Step 2 Questionnaire. This is a pre-requisite for attendance on this programme.

Method:
Tutor input
Peer coaching
Action planning

Dates:
26th September 2013
27th February 2014

For more information contact:
Robin Arbuthnot (Tutor)
Pauline Atkinson (Course Administrator)

Writing a Business Case

Purpose:
To increase confidence of participants in the process of completing a business case and clarify HSC good practice and guidance. This will enable professional business cases to be written first time and ensure content is appropriate for the level of the business case.

Learning Outcomes:
- Understand various types of business cases and appropriate content
- Develop an appropriate process to gathering information and writing a business case;
- Awareness of various types of business cases used in HSC and best practice methods;
- Stakeholder management and involvement in completing a business case.

Audience:
- Staff who are completing a business case for the first time and unsure of the process;
- Managers seeking to refresh their business case skills or completing a large business case and require support.

Method:
one day workshop

Dates:
12th September 2013
28th November 2013
11th March 2014

For More Information Contact:
Yvonne Connolly (Tutor)
Donna Magill (Course Admininstrator)

People

ROBIN ARBUTHNOT
robin.arbuthnot@leadership.hscni.net
Qualifications: MSc Occupational Psychology; BSc (Hons) Social Psychology and Sociology; Chartered Member of CIPD
Position: Principal Consultant

CAROLINE BAIRD
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Qualifications: BSc (Hons), JEB Diploma in Education Practice: ICT Skills, ECDL Expert, ECDL and Advanced ECDL Accredited Tester, MOS Specialist.
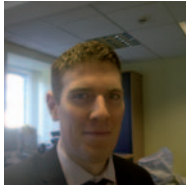**Position:** IT Training Officer

DAVID CAIRNDUFF
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Qualifications: BA (Hons) Modern History; MSc Management
Position: Human Resources/Organisational Development Graduate Trainee

KEVIN CLARKE
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Qualifications: LLB Law with Politics
Position: Human Resources/Organisational Development Graduate Trainee

HILARY M COLEMAN
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Qualifications: MBA (Health & Social Care Management), PG Dip in HSSM, OCN Level 2 Accredited Mediator, PRINCE2 Foundation.
Position: Project Manager

PAUL COMAC
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Qualifications: MBA, MSc in Healthcare Information Systems, BA (Hons), ILM Level 5 Coaching, ISEB Certificate in Data Protection, Member of British Computer Society, Member of the Association of Coaching.
Position: Senior ICT Consultant

PATRICIA CONNOLLY
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Qualifications: BA Hons Politics & Modern History, MSc Political Communication & Public Affairs, PGC Higher Education Practice, PhD Organisational Communication & Crisis Management, PRINCE2 & MSP Practitioner
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YVONNE CONNOLLY
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Qualifications: BA (Hons) Business Studies, Level 5 Advanced Diploma in Administrative Management (IAM), Level 4 Certificate in Learning & Development (C&G), Certificate in Training Practice (CIPD)
Position: Learning & Development Consultant

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Qualifications: MBA (Health & Social Care), BSc (Hons) in Physiotherapy
Position: Senior Consultant

LINDA CRUTCHLEY
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Position: Senior Consultant

DIANE GOWING
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Qualifications: MPA, Postgraduate Diploma in Health and Care Management, BA (Hons) Chartered MCIPD
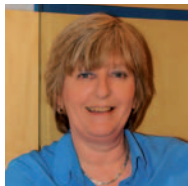**Position:** Learning & Development Consultant

TONY GRIFFITHS
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Position: Web Development Consultant

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Position: Principal Consultant

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Position: Senior Consultant

MAURA MILLIGAN
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Position: Senior Consultant

ANNE MCCORMICK
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Position: Senior Consultant, Executive Coach

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Position: Principal Consultant

KATHY MCLAUGHLIN
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Position: e-Learning Consultant
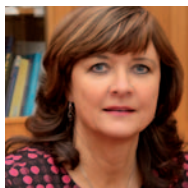
KATRINA MCMAHON
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Position: Business Manager

MARGARET MURRAY
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Management & Finance, Adult Education Teaching Certificate, Level 5 Certificate in Coaching and
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Position: Senior Consultant

PAULA O'KELLY
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Position: Principal Consultant

DEBBIE PATTERSON
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Position: Learning & Development Consultant

BARBARA PATTON
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Qualifications: Diploma in Management Practice/ NVQ in Management Level 4/A1 Assessor Award
Position: IT Training Officer

PATRICIA REANEY
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Qualifications: MPA (Public Administration), PG Diploma, Health & Social Care Management, BA (Hons) Management & Business. Initial Certificate in Teach Adult Basic Skills. NVQ Assessors Award. ILM Level 3 Certificate in Coaching.
Position: Senior Consultant

SIOBHAN RICE
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Qualifications: CIPD Associate Member, ILM Cert in First Line Management, A1 Assessor Award, NVQ Level 4 Management Award
Position: Programme Tutor/ILM Centre Co-ordinator

DERMOT SCULLION
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Qualifications: BA/BSc (Hons) Interactive Multimedia Design
Position: Web/Multimedia Developer

DIANE TAYLOR
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Position: Head of Leadership Centre

WILLIAM YOUNG
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Qualifications: MBA Health and Social Care Management, Chartered MCIPD, PG Dip Health and Social Services Management, OCN Certificate in Mediation Practice, LF Qualified Facilitator, Birkman Facilitator, MBTI Facilitator
Position: Principal Consultant

www.**leadership**.hscni.net

Place

Where to find us

If coming from the north, follow the M2 and continue onto the M3, following the signs for Belfast (E) Take the exit for Newcastle. Follow the signs towards Newcastle which will take you along the Ravenhill Road. Please refer to map for detailed directions from this point.

If coming from Bangor direction, take the A2 to Belfast and leave at the exit for the Outer Ring (A55). Continue for approximately 3 miles and then you will need to take the exit on the right hand side for City Centre (Ormeau Road), which will take you onto Upper Galwally, past the Shopping Centre on your left.
Please refer to map for detailed directions from this point.

If coming from the south, take the A1 to Belfast and leave at the exit for the M1 (Sprucefield). Take the exit for the Outer Ring (A55) and follow this until you come to the exit on the left hand side for City Centre (Ormeau Road) and Forestside Shopping Centre. This will take you onto Upper Galwally with the Shopping Centre on your left.
Please refer to map for detailed directions from this point.

If coming from the Newcastle or Downpatrick direction, you should take the A7 from Downpatrick or A24 from Newcastle. This will bring you through Carryduff and onto the Saintfield Road. Please refer to map for detailed directions from this point.

Annadale Embankment

Rosetta Road

Ormeau Road

Annadale Avenue

Upper Knockbreda Road

Hampton Manor

River Lagan

Hampton Manor Drive

Saintfield Road

Forestside Shopping Centre

Forster Green Hospital

Belvoir Park Golf Club

Belvoir Road

Video Conferencing Facilities

Lecture Rooms

Our Facilities

Meeting Rooms

Two I.T. Suites

Teaching Rooms

IT Equipment & Support

Tele-conferencing facilities

Catering and Parking on site

We offer an extensive range of facilities on site. We can also come to you and provide our services on your premises.

For further information about our facilities please contact Jennifer Mills (jennifer.mills@leadership.hscni.net). For specific enquires regarding our technology facilities please contact Mark McComiskey (Mark.McComiskey@ leadership.hscni.net).

COURSE TITLE	2013									2014				
	APRIL	MAY	JUNE	J	A	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY
MANAGEMENT & LEADERSHIP DEVELOPMENT PROGRAMMES														
Acumen (8 days)							4	5, 6	5	9	7	13, 14		
Building Leadership Capacity										13, 14				
Transforming Leadership (7 days)						17, 18		19, 20		21, 22				
MSC Inter-Professional HSC Management Year 1 commences						12								
Post Graduate Diploma in HSC Year 1 commences		14												
Managing Effective Practice – Social Work Team Leaders (8 days)						26, 27		19, 20		14, 15		25, 26		
Managing Success for ICT (7 days)		28, 29	27, 28			5,6	4							
The Coach Leader (6 days)							15, 16	12, 13	12, 13					
The Training Leader (8 days) Programme 1 Programme 2							10, 11	14, 15	12, 13	16, 17 30, 31	27, 28	27, 28		8, 9
The Effective Leader (3 days) Programme 1 Programme 2									3, 4	8		4, 5, 26		
The Innovative Leader (4 days) Programme 1 Programme 2							8, 9	12	11	14, 15	11	18		
The Records Manager (8 days)						16, 17	14, 15	7, 8	5, 6					
The Coaching Manager (3 days)									17, 18	20				

COURSE TITLE	2013									2014				
	APRIL	MAY	JUNE	J	A	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY
The Developing Leader (3 days) Programme 1 Programme 2 Programme 3	25	2, 3					3, 8, 9			14, 21, 23				
The Change Leader (2 days)	16, 24					18, 20			11, 18			19, 26		
Nurse and Midwife Development Programme (9 days) Programme 1 Programme 2						30	21, 22	21, 22	19, 20	23, 24 31	27, 28	29, 30	29, 30	
SHORT COURSE PROGRAMMES														
Administrative Development Programme (2 days)			6, 7					6, 8			5, 7			
Appraisal for Doctors (1 day)		15	12			26			12					
Effective Presentation Skills (1.5 days)	22, 23		24, 25			23, 24				20, 21		27, 28		
Financial Guidance for Retirement (1 day)							9				12			
How to Get That Job (1 day)			12				3	19	23		13			
Human Factors in Health Care (1 day)			7			4			10		12			
Improving Performance (1 day)			20				24				26			
Managing Difficult Situations (2 days)			10, 11				24, 25				24, 25			
Managing Transformational Change (2 days)						9, 16				10, 17				
Service Improvement (1 day)			6				10				13			
Thinking differently (1 day)			27			24				22				
Understanding Projects (1 day)			20											
Understanding Type Dynamics						26					27			
Writing a Business Case (0.5 days)						12		28				11		

Leadership Centre

Providing Management and
Organisation Development

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