



MOVING FORWARD

A SUITE OF MANAGEMENT DEVELOPMENT
PROGRAMMES FOR REGIONAL ORGANISATIONS

September 2016 – March 2017

Continue

For further details of the programmes and to apply [click here](#)

Welcome

Each Health & Social Care organisation recognises the most important resource is their staff. Furthermore, the Business Services Organisation (BSO) and each of our Regional Organisations are committed to ensuring staff are developed to their full potential. Therefore, it is important our managers are equipped with the necessary skills and competencies to manage effectively; feel confident to lead their teams to meet targets and objectives; also to understand their strategic contribution in the Business and Corporate Planning process.

Moving Forward offers a **new** suite of short course programmes to be offered to middle and senior managers within BSO and our Regional Organisations. While the Moving Forward programme clearly contributes to organisational objectives, its primary aim is to develop well rounded and competent individuals that will role model the values of their organisation in terms of the customer experience, excellence, quality and good governance.

Programmes are underpinned by the Quality 2020 attributes framework.

'making it possible for everyone, every day to do a better job with greater satisfaction, learning from and with their colleagues, in order to improve services'.

Hugh Mc Poland
Director
Human Resources
BSO



For further details of the programmes and to apply [click here](#)

Moving Forward

Moving forward has been developed using information from staff surveys, appraisals, staff engagement events and organisation workforce development groups
Based on the learning needs identified we have developed a suite of programmes under 3 key themes- *Relationship Development; Enablers to Deliver; Operational Management Skills*.

You can go directly to each theme by clicking on it or click on the arrows to move forward or back



Relationship Development



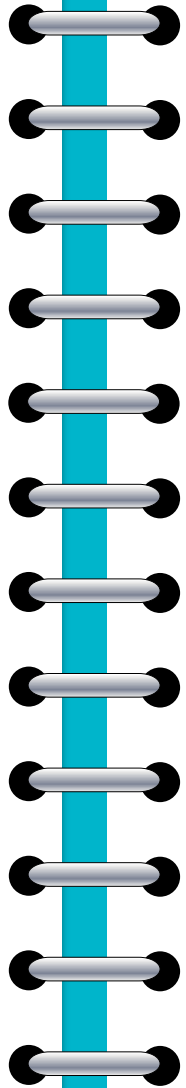
Enablers to Deliver



Operational Management Skills

Each organisation will identify its own mandatory training and individuals will be supported further through the Moving Forward programme. In addition a full range of other leadership, management development and consultancy services are available through the HSC Leadership centre.

You can go directly to each theme by clicking on the tabs or click on the arrows to move forward or back



Relationship Development

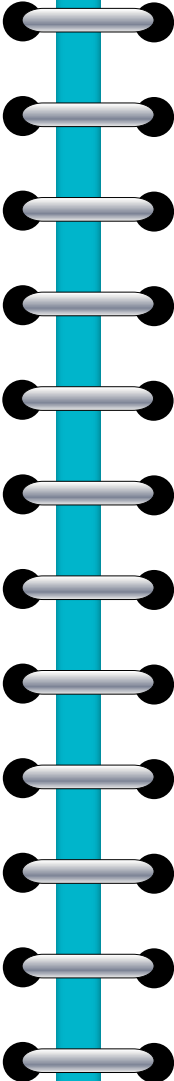
Relationship Development

Enablers to Deliver

Operational Management

For further details of the programmes and to apply [click here](#)





There are two available programmes under the Relationship Development theme, click a programme title for more information.

Working Collaboratively and Building Relationships

Putting People First

Working Collaboratively and Building Relationships

This programme will allow participants to identify opportunities within their customer base, where working in collaboration with others within and across networks can bring added benefits. This programme will benefit managers in developing networks and building and maintaining relationships.

Suggested Audience: Band 5 and above

Learning Objectives:

- To understand the importance of building networks
- To design pathways to bring individuals and groups together to achieve goals
- To develop a plan to actively seek views of others and share knowledge and experience.
- To understand the importance of customer care
- To be able to re-frame customer relationship to improve services.

Available Dates:

26 September 2016

12 December 2016

20 February 2017



**WORKING
COLLABORATIVELY
AND BUILDING
RELATIONSHIPS**

Putting People First

This programme will focus on delivering people centred experiences in all services of Health and Social Care. The programme aims to raise awareness that every person's experience of our services is one that makes a positive contribution towards safety and quality.

Suggested Audience: Band 5 and above

Learning Objectives:

- To develop a better understanding of the importance of how staff attitudes and behaviours towards each other can impact on others
- To explore and practice some of the skills around relationships with service users
- To develop a clear understanding of the DHSSPSNI, five patient and client experience standards
- To gain learning from exploring complaints/difficult situations and examine real life experiences
- To provide an opportunity to reflect on own practice, areas for improvement and learning from others

Available Dates:

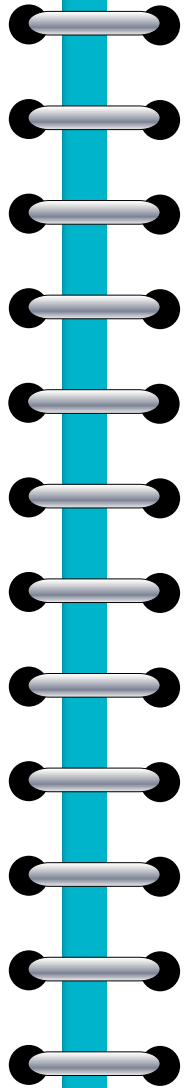
12 October 2016

09 January 2017

22 March 2017



You can go directly to each theme by clicking on the tabs or click on the arrows to move forward or back



Enablers to Deliver

Relationship Development

Enablers to Deliver

Operational Management
Skills

For further details of the programmes and to apply [click here](#)



There are seven available programmes under the Enablers to Deliver theme, click a programme title for more information.

Engagement and Leadership

Quality Improvement

Building Highly Effective Teams

Managing Performance

Manager as Coach

Facilitation Skills

Training Skills

For further details of the programmes and to apply [click here](#)

Engagement and Leadership

This programme will provide participants with an opportunity to develop their understanding of Employee Engagement and the evidence base linking this to positive outcomes. Participants will identify how the four key enablers to employee engagement will support them in developing a healthy workplace that will ultimately benefit employers, employees and service users

Suggested Audience: Band 5 and above

Learning Objectives:

- To understand the thinking behind, and process of Employee Engagement
- To consider your role as a leader in promoting wellbeing as a business imperative
- To identify the best approach to, and benefits of developing an Engagement Culture within your own organisation

Available Dates:

07 October 2016

12 January 2017

21 March 2017



Quality Improvement

This programme will give participants an introduction to Quality Improvement
This programme is about critically examining the value added in systems and processes and taking action to improve and transform services.

Suggested Audience: Band 5 and above

Learning Objectives:

- To identify the principles of the Quality Attributes Framework
- To explore quality improvement methodologies and tools
- To complete a project charter
- To examine data collection sources in your service area
- To apply knowledge of the PDSA cycle
- To identify service improvement projects and apply learning in practice

Available Dates:

16 September 2016

25 November 2016

17 February 2017



QUALITY IMPROVEMENT

For further details of the programmes and to apply [click here](#)

Building Highly Effective Teams

This programme will allow participants to link organisational effectiveness to team effectiveness in a clear and coherent way. This programme will benefit managers in building a highly effective team to improve productivity and quality in their service area.

Suggested Audience: Band 5 and above

Learning Objectives:

- To understand what an effective team looks and feels like
- To assess own team challenges and performance issues
- To develop awareness of techniques to build a highly effective team

Available Dates:

06 December 2016

21 February 2017



**BUILDING HIGHLY
EFFECTIVE TEAMS**

Managing Performance

This programme will allow participants to understand the concept of performance management exploring system wide, team and individual aspects of accountability. It will explore models of performance management and processes used in performance management. This programme will benefit managers in understanding how performance management supports them in their day to day work.

Suggested Audience: Band 5 and above

Learning Objectives:

- To understand the concept of performance management and how it pertains to both the organisation, teams and the individual.
- To explore models of performance management.
- To identify processes used in performance management.
- To understand how to hold to account and to feedback on performance

Available Dates:

11 October 2016

09 February 2017



MANAGING PERFORMANCE

Manager as Coach

This programme will allow participants to explore a number of Coaching models and will provide an opportunity to develop Coaching skills using practical situations in a secure learning environment.

Suggested Audience: Band 5 and above

Learning Objectives:

- To define what is Coaching and what it is not
- To examine the Coaching relationship
- To develop Coaching Skills
- To explore a number of Coaching models
- To take part in an action session – Skills into practice

Available Dates:

21 October 2016
08 December 2016
17 February 2017



MANAGER AS COACH

For further details of the programmes and to apply [click here](#)

Facilitation Skills

The programme aims to equip participants with a range of techniques to structure and facilitate effective sessions for groups and workshops.

Suggested Audience: Band 5 and above

Learning Objectives:

- Identify a structure for facilitation sessions
- Apply tools and techniques for helping groups to explore issues
- Apply techniques for handling group dynamics

Available Dates:

24 October 2016

19 January 2017



Facilitation Skills

For further details of the programmes and to apply [click here](#)



Training Skills

The programme aims to equip participants with a range of techniques to carry out an effective workplace training role

Suggested Audience: Band 5 and above

Learning Objectives:

- Identify the role of the trainer
- Set appropriate objectives for training
- Apply learning and training styles theory and identify own styles
- Set out clear tutor notes for training sessions
- Apply techniques to evaluate training activities

Available Dates:

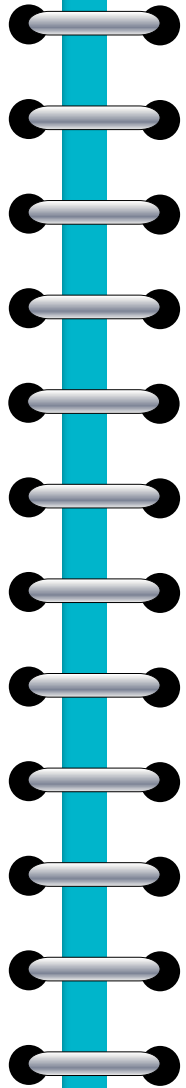
08 November 2016

01 February 2017



Training Skills

You can go directly to each theme by clicking on the tabs or click on the arrows to move forward or back



Operational Management Skills

Relationship Development

Enablers to Deliver

Operational Management Skills

For further details of the programmes and to apply [click here](#)



There are five available programmes under the Operational Management Skills theme, click a programme title for more information.

Project Management

Finance for Non-financial Managers

Communication and Influencing

Decision Making

Developing a Business Case

Project Management

This programme will allow participants to understand the key elements of working within a Projects environment. It will provide an introduction to the disciplines of project management and an awareness of Prince Project Methodologies among others

Suggested Audience: Band 5 and above

Learning Objectives:

- To understand the importance of Project management
- To be aware of the key tools used in the management of projects
- To understand the relative roles in project management

Available Dates:

29 September 2016

11 November 2016

17 January 2017



PROJECT MANAGEMENT

Finance for Non-Financial Managers

This programme has been designed to identify way in which managers can improvement financial management skills and increase financial awareness

Suggested Audience: Band 5 and above

Learning Objectives:

- To develop greater knowledge of the funding of health and social care system and key responsibilities of the finance function
- To develop an understanding of the budgeting process and the different types of budgets managers may have to control
- To develop the skills and knowledge to understand the key elements of budget statements and manage a budget more effectively

Available Dates:

25 October 2016
08 December 2016
23 February 2017



**FINANCE FOR
NON-FINANCIAL
MANAGERS**

For further details of the programmes and to apply [click here](#)

Communication and Influencing

This programme will allow participants to understand the impact of their own communication style, the styles of others and how to influence and motivate others. It will give participants the tools and techniques to communicate for results.

Suggested Audience: Band 5 and above

Learning Objectives:

- To identify opportunities to improve personal communication to influence others and negotiate for what they need.
- To unpick emotional intelligence and access practical tools and techniques to support them in different situations
- To adapt words and behaviours to produce an effect on someone else - practical sessions
- To apply learning using common sense blended with high level communication skills and subtle game play.

Available Dates:

16 September 2016

17 January 2017

28 February 2017



**COMMUNICATION
AND INFLUENCING**

For further details of the programmes and to apply [click here](#)

Decision Making

This programme aims to enhance the decision making skills of participants. Participants will explore a number of tools and techniques in decision making. Decision making is a key skill for all managers and this programme will use real case studies to let you take decisions and assess the outcomes

Suggested Audience: Band 5 and above

Learning Objectives:

- To assess how good your decision making is?
- To understand a number of tools to help you map out the likely consequences of decisions, balance different factors and choose the best course of action
- To choose between options
- To understand the accountability and governance structure within HSC

Available Dates:

06 October 2016

18 January 2017

01 March 2017



DECISION MAKING

Developing a Business Case

This programme will introduce participants to the process of completing a business case: clarifying the Northern Ireland guidance and good practice. This programme will benefit anyone involved in or required to write business cases

Suggested Audience: Band 5 and above

Learning Objectives:

- To understand the purpose, elements and need for a business case
- To be familiar with the Northern Ireland Guide to Expenditure, Appraisal and Evaluation (NIGEAE) 10 step Approach to Business Cases
- To be able to complete the main steps of a business case and consider practical tips

Available Dates:

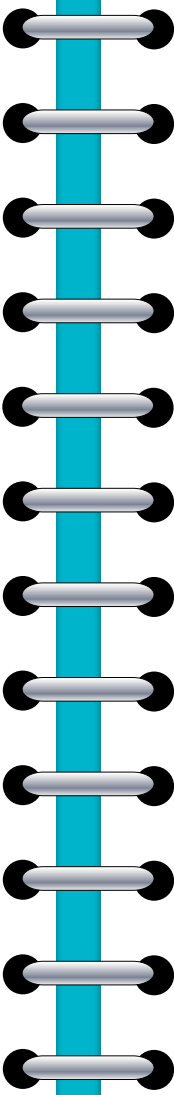
15 December 2016

26 January 2017

23 March 2017



**DEVELOPING A
BUSINESS CASE**



HSC Leadership Centre
Providing Management and Organisation Development

Knowledge Exchange
Connecting People to Improve Health & Social Care in Northern Ireland

You can now access the Knowledge Exchange at:
Web: www.knowledge.hscni.net
Email: knowledge.exchange@hscni.net

For further details of the programmes and to apply [click here](#)





For further details of the programmes and to apply [click here](#)