



**SKILLS
DEVELOPMENT
YORKSHIRE AND
HUMBER
LEARNING AND
DEVELOPMENT
PROSPECTUS 2017-18**

Welcome to the 2017/18 Yorkshire and Humber Skills Development Learning & Development Prospectus

In today's environment it is essential for organisations to have the right people with the right skills and knowledge to help drive the business forward and to facilitate the delivery of excellent patient care.

The programme delivers high quality, cost effective bespoke learning and development events, in technical and non-technical subjects, for staff at all levels. Events are run in convenient locations to ensure that all staff across Yorkshire and Humber are able to access them easily.

It is, effectively, a “not for profit training club”, paid for by an annual subscription. Organisations pay a levy based on the relevant employee headcount and there is no further charge for attendance at the learning and development events. More formal courses and qualifications are charged for separately according to the costs incurred in providing the course or qualification in question. In order to keep costs down we regularly review our speaker and venue options, trying to source in-house speakers and NHS venues wherever possible, to ensure we are getting the best possible value for money.

The programme links in with the Personal Development Planning process and follows the NHS Future Focused Finance Programme themes, which are equally relevant to Procurement and Informatics, by running tailored learning and development events to support Continuing Professional Development (CPD). Attending events also provides an excellent opportunity for delegates to interact and network with colleagues from other organisations.

Nigel Booth

Head of Skills Development, Yorkshire & Humber

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COURSES AND EVENTS
FULFILLING OUR POTENTIAL

We each play our part in making the NHS a **GREAT PLACE TO WORK** and we create the **FOUNDATIONS FOR SUSTAINED IMPROVEMENT**

Course Detail	Additional Information
<p><u>Assert yourself, build confidence and realise more of your personal potential</u></p> <p>It's a shame when a person with a great technical talent has trouble in expressing and communicating that talent in front of their peers and colleagues.</p> <p>Very often people arrive at a level of responsibility because of their 'technical competence' having followed a route of qualifications specific to the job. The next stage of development in their role typically demands that they complement their technical skills with their 'personal effectiveness' as it's their 'soft skills' and ability to connect, communicate and express their competence with confidence which will dictate their success going forward. This programme is designed to give participants the tools and insight that will ideally compliment their technical abilities with their human engineering skills and personal confidence to express that competence to others.</p> <p>Key objectives;</p> <ul style="list-style-type: none"> • Understand the principles that build self confidence • How attitude underpins everything- attitude towards ourselves, others and our jobs • How to develop self-belief, self-confidence and self-awareness • The behaviours of success- what makes successful people successful • How to influence and understand different types of personalities that we encounter in just about any job • Develop our inter-personal skills- deal more effectively with a diversity of people • Build stronger business relationships, motivate and lead others more effectively • Expand Your Comfort Zone- develop more poise, self-belief and self-confidence, particularly under pressure and in new situations • Communication- how to listen in order to get to really understand others and what makes them tick 	<p>1 day event relevant to all staff that want to complement their technical skills with the soft skills and confidence that are essential in achieving more of their potential and accelerating their career.</p>
<p><u>Career Planning/Developing your personal brand</u></p> <p>Managing Your Career</p> <ul style="list-style-type: none"> ▪ Introduction to a Career Planning Model ▪ Long term career planning – long term goals (where would you like to be in 3/5/10 years' time?) ▪ Helping you to plan the skills, knowledge & experience you need to develop. 	<p>1 day event relevant to all staff at all levels</p>

<p>Setting objectives</p> <ul style="list-style-type: none"> ▪ Being clear about what you'd like to achieve from your on-going career ▪ What are the possible barriers to success & what can you do to mitigate them? <p>Developing Your Personal Brand</p> <ul style="list-style-type: none"> ▪ How do we want to be perceived at work? What can we do to manage this? We all have a brand – few of us consciously manage it. ▪ How can you develop your personal brand? ▪ How do you ensure you have impact and presence in the workplace? <p>Tips and Tricks for successful interviewing</p>	
<p><u>Customer Service and Teamwork</u></p> <p>To heighten the awareness of customer service in the NHS, and how to deliver and measure great service. To build a team that works well together and delivers for the customer.</p> <p>Delegates will look at customer service standards, both internal service between departments and functions and external between NHS organisations and other providers. On the workshop we'll also explore how to develop effective teams and introduce tools for building teams that work together to deliver excellent service.</p> <p>Key topics include:-</p> <ul style="list-style-type: none"> • Who is the Customer? • What is Customer Service? • Service Measures • Exploring team dynamics • Developing an effective and high-performing team 	<p>1 day event relevant to all staff at all levels</p>
<p><u>The Emotionally Intelligent Manager</u></p> <p>Leaders and managers must display a broad range of business and personal skills, but a landmark study of over 42,000 individuals has found that our Emotional Intelligence (or 'EI') is the single biggest factor for success. People with well-developed EI tend to achieve more, have greater influence within their organisations and are generally more effective in what they do. EI is an essential skill in any professional's toolkit, that wherever possible should be developed to a high standard of competence. This course will provide a high level introduction to the core concepts of Emotional Intelligence.</p> <p>Learning Outcomes</p> <p>By the end of this interactive two-day course, you will be able to:</p> <ul style="list-style-type: none"> • Understand and use the core principles of Emotional Intelligence (EI) in any situation • Identify how EI relates to Transactional Analysis (TA) • Take control of difficult situations involving leadership, change, group conflict or team motivation. <p>Course Content</p> <ul style="list-style-type: none"> • Identifying what emotional intelligence is • Recognising frameworks for implementing EI 	<p>1 day event relevant to all existing or aspiring managers</p>

<ul style="list-style-type: none"> • Using the DOPE model effectively • Identifying hot buttons • Using TA and the OK Corral • Using the change curve in practice • Delivering effective feedback during change • Action planning. 			
<p><u>Future Focused Finance Roadshow</u></p> <p>An update on developments in the Future Focused Finance Workstreams, nationally and in our region.</p> <p>Also an opportunity to share and learn from each other how we can use the toolkits and other processes developed by the FFF workstreams.</p>	<p>1 day event relevant to all Finance staff at all levels</p>		
<p><u>Getting Your Point Across</u></p> <p>To develop the confidence, skills and ability to communicate in a group and know how to get your point across with credibility and impact.</p> <p>In the morning of the workshop delegates look at how to design a presentation and get their point across. In the afternoon delegates look at the skills needed to be able to deliver their message – as a presentation, in a meeting, or on a 1:1 basis. The module is biased toward being ‘practical and interactive’, enabling delegates to have time practicing their skills and to get invaluable feedback from other delegates and the tutors.</p> <p>Key topics include:-</p> <table border="0"> <tr> <td style="vertical-align: top;"> <p>Designing & Structuring Information</p> <ul style="list-style-type: none"> • Who is in your audience? • What’s your message? • What do the audience want to hear? • Examples and live issues. • How does your information look? </td><td style="vertical-align: top;"> <p>Delivering Your Message</p> <ul style="list-style-type: none"> • Body language and voice • Positive words and phrases • Using technology and support • Handling Questions • Image and confidence </td></tr> </table>	<p>Designing & Structuring Information</p> <ul style="list-style-type: none"> • Who is in your audience? • What’s your message? • What do the audience want to hear? • Examples and live issues. • How does your information look? 	<p>Delivering Your Message</p> <ul style="list-style-type: none"> • Body language and voice • Positive words and phrases • Using technology and support • Handling Questions • Image and confidence 	<p>1 day event relevant to all staff at all levels</p>
<p>Designing & Structuring Information</p> <ul style="list-style-type: none"> • Who is in your audience? • What’s your message? • What do the audience want to hear? • Examples and live issues. • How does your information look? 	<p>Delivering Your Message</p> <ul style="list-style-type: none"> • Body language and voice • Positive words and phrases • Using technology and support • Handling Questions • Image and confidence 		
<p><u>Guiding your own career</u></p> <p>The job that you are doing now, did you set out to do it?</p> <p>Was it a dream from an early age?</p> <p>Or have you sort of ended up there?</p> <p>The latter is what happens to most people.</p> <p>They start out on a path and before they know it, that path has become a travelator. Taking them to the next bit with very little thought, choice, direction or knowing what else is possible.</p> <p>Many feel stuck and without a plan. Not sure what to do next. Whether it is develop where they are, move up the ladder or take another direction.</p> <p>Being on this career ‘path’ isn’t wrong, but is it what you want?</p> <p>The Guide your own career workshop with Positive Impact & Confidence Coach Jules Wyman, is designed to help participants explore what else is</p>	<p>1 day event relevant to all staff at all levels</p>		

<p>possible for them. Using a Career Planning Map designed to help them to:</p> <ul style="list-style-type: none"> • Get into a productive frame of mind • Generate options for the future - including an exploration of your <i>dream job</i> • Create and test some possible career goals • Identify some action steps and any development and support needs <p>The aim of the day is for the delegates to come away with options that they can immediately work on, so that they can gain perspective, step off the travelator and back into taking the steps to guide their own career.</p>	
<p><u>Leadership Strategies for New Managers</u></p> <p>Stepping into management for the first time can be both a rewarding and challenging event. This hands-on programme helps newly promoted managers and leaders to develop the core skills and competencies to make this transition an effective and smooth one. The programme provides you with a foundation in effective management processes and leadership strategies.</p> <p>Key topics include:-</p> <ul style="list-style-type: none"> • Communicating your ideas effectively to your team • Recognising the qualities of effective leadership • Building flexibility into your management and leadership style • Coaching your team to higher levels of productivity • Building a positive motivational environment around you • Motivating and empowering others to create a positive place to work. 	<p>1 day event relevant to any person who has recently moved into or is about to be promoted into a leadership or management position</p>
<p><u>Managing Personal Resilience</u></p> <p>By the end of this workshop, participants will have analysed their own resilience and reactions to change and have developed an action plan so that they can perform highly and have a positive impact at work - even when they are facing challenging or stressful situations</p> <p>Key topics include:-</p> <ul style="list-style-type: none"> • What is resilience –analysing & developing personal resilience • How to build personal resilience • Why change is challenging and how personal resilience can help us to manage it more effectively • Finding positive pathways through change – coming out on top • Creating a personal action plan around resilience 	<p>1 day event relevant to all staff at all levels</p>
<p><u>Managing Teams Through Change and Conflict</u></p> <p>This workshop provides a structured series of techniques to ensure changes in the NHS deliver maximum benefit and enabling key stakeholders to engage with the changes. The course also raises participants' understanding into conflict and the contribution they can make to either reduce or escalate the risk of confrontation with challenging people.</p>	<p>1 day event relevant to all staff at all levels</p>

Delegates will gain techniques and tools to embed change and realise the benefits and to manage any conflict which may arise.	
<p><u>Maximising Performance with Time Management Techniques</u></p> <p>The workshop is practical and designed to focus on aiming high and delivering great results. There are techniques and exercises to ensure every hour is aligned to delivering the important things. The workshop will challenge your current way of working, and ask you to test your discipline to deal with distractions. At the end of the session you will have reconfirmed what time management techniques work, confidence to apply them and new strategies to get even better results.</p> <p>Key topics include:-</p> <ul style="list-style-type: none"> • Clarifying your purpose, role and objectives within the NHS • Knowing how to measure if you have been successful • Gaining buy in and support for your results • Knowing the difference between important and urgent • Establishing your priorities and being flexible • Specific time management techniques to avoid distractions • Ensuring you are in control of e-mail • How to say 'no' and manage expectations • The importance of positive thinking 	1 day event relevant to all staff at all levels
<p><u>Mindfulness and Leadership</u></p> <p>This introductory workshop will address some of the common misconceptions about meditation. It will also provide an opportunity to consider how the practice of mindfulness offers workplace professionals a practical and effective means of managing both themselves and others. This experiential day workshop will explore:</p> <ul style="list-style-type: none"> • What mindfulness meditation is • Where mindfulness comes from and how it works (including some of the research/neuroscience) • Why taking an active approach to looking after our mind is as essential to our health and well-being as exercise and diet • Strategic insights into the role of mindfulness in management and leadership. 	1 day event relevant to all staff at all levels
<p><u>Skills Development Leads Strategy Day</u></p> <p>Never before has planning for the future in such an uncertain, constantly changing environment been more crucial. And never has it been more challenging and exciting!</p> <p>This is a great opportunity to make a real difference and help shape the future of Skills Development in Yorkshire & Humber.</p>	1 day event for all CPSD, FSD and ISD Leads only.
<p><u>Time Management Skills</u></p> <p>Specifically designed for delegates who wish to review and improve their time management skills. The course will look at the main principles and the</p>	1 day event relevant to all staff at all levels

<p>main techniques involved in effective time management and will allow you to think about how you spend your time and how you can use it more effectively to achieve your goals.</p> <p>Key topics include:</p> <ul style="list-style-type: none"> • how do you spend your time? • what would you like to change? • setting some personal goals • techniques for managing time over weeks and months • techniques for managing day by day, hour by hour • 'time stealers' and how to manage them • making the change 	
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SECURING EXCELLENCE

We invest in services which give the **BEST POSSIBLE VALUE** for patients and the public and run **EFFICIENT PROCESSES AND SYSTEMS**

Course Detail	Additional Information
<p><u>Adding Value Through Enhanced Commercial Thinking</u></p> <p>It is now more vital than ever for professionals in the NHS to think more commercially in order to sustain services in these more challenging financial times, whilst spotting all the opportunities such a time offers.</p> <p>This highly practical and inter-active one-day programme has been specially designed to help Finance, Informatics & Procurement professionals in the NHS to improve their commercial acumen, learn lessons from the private sector that can be implemented in their roles and ensure they can deliver more value in a cost-effective way.</p> <p>This one-day programme covers:</p> <ul style="list-style-type: none"> • Defining 'commercial nous' and 'adding value' and what this means to the modern NHS professional • Focus on the customer – identifying your internal & external customers and how you can meet their needs • Understanding your organisation and the industry in which you work, including thinking about healthcare globally • Linking your role to what is happening in the wider environment, both in the NHS and the outside world • Brainstorm ideas to increase income, improve costs, improve processes & work together with the rest of the organisation whilst considering this wider environment • Very practical tips and takeaways to implement immediately back in the workplace and be buzzing to do so! 	<p>1 day event relevant to all staff at all levels</p>

<p><u>Benchmarking and driving efficiencies</u></p> <p>This workshop, provided by AdviseInc, will cover the use of the PPIB tool, including a look at data quality and spend analysis and local Trust, STP, Regional savings opportunities using real data from the Region.</p>	<p>1 day event relevant to all Procurement staff at all levels</p>
<p><u>Business negotiation for NHS professionals</u></p> <p>The course enables NHS professionals to explore how they can develop negotiation techniques to develop stakeholder and supplier relationships to maximise value. As NHS professionals are involved with developing new relationships and maintaining existing relationships it is essential to ensure this investment is aligned to achieving key NHS outcomes. This course explores practical tools and techniques to accelerate the process of stakeholder engagement and maximise the impact we can all have to enhance patient care.</p> <p>Course Content</p> <ul style="list-style-type: none"> • Preparing for different scenarios • Clarifying your outcome and objectives • Seeking to understand the other party's objectives. • Communication techniques to build rapport and common understanding • Questioning techniques to challenge effectively • Language and behaviours to impact negotiations • Techniques to deal with conflict • How to change the response you get • Dealing with objections and resistance • When to fix the contract • What happens when the supplier doesn't deliver • Escalation and governance • Agreement and implementation • 	<p>1 day event relevant to any NHS professional wanting to build sustainable partnerships with stakeholders and third parties.</p>
<p><u>Category Management</u></p> <p>Course being developed, more details to follow</p>	<p>½ or 1 day event relevant to all Procurement staff at all levels</p>
<p><u>Contract Management</u></p> <p>This course is designed to provide delegates with the knowledge to gain a clear understanding of the key drivers for successful contract management focusing on the key objectives, aspects and outcomes of contract management. The course will provide a detailed understanding of the contract management lifecycle and how to establish a robust contract management process.</p> <p>Contract management is often overlooked and under resourced, leading to failures in achieving the value and benefits that can be realised by proficient contract management.</p> <p>Course Content</p> <ul style="list-style-type: none"> • What is Contract Management 	<p>½ day event relevant to all Procurement staff at all levels</p>

<ul style="list-style-type: none"> • Why is Contract Management necessary • Objectives of Contract Management • Aspects of Contract Management • Changes, Variations and Extensions • Dispute Resolution • Termination • Ineffectiveness Remedy 	
<p><u>Cyber Security</u></p> <p>At this ½ day event you will gain an understanding of what could be a cyber threat, how attacks happen and what measures can be taken in order to reduce vulnerabilities and the impact.</p>	<p>½ day event relevant to all Informatics staff at all levels</p>
<p><u>Developing an Effective Business Case</u></p> <p>This course is designed to introduce delegates from all backgrounds to the subject of the business case. As an integral part of the management decision making process, the business case informs the ways in which organisations prioritise and deliver services for patients. Consideration of numerous factors including benefits, costs and risks allow an assessment of the viability and justification of any proposal.</p> <p>This course provides delegates with an overview of how business cases should be developed and identifies the key common, constituent elements of a typical business case.</p> <p>The course is participative; blending practical exercises with group discussion and factual presentation. Focus is placed on transferring knowledge gained into readiness for application into a real world setting. Key topics include:</p> <ul style="list-style-type: none"> • Business case principles • The business case in context • Analysing stakeholders • Problem definition • Options appraisal • Non-financial evaluation of benefits • Financial and Economic appraisal • Triangulation with workforce • Preparing for delivery • Risk and the business case • Selling the case <p>This course is suitable for all staff, regardless of background. It is an ideal insight for those wanting to broaden their knowledge of ways in which NHS organisations make their decisions.</p>	<p>1 day event relevant to all staff at all levels</p>

<p><u>Making business changes and being able to prove they have made a difference.</u></p> <p>NHS transformation is key to its sustainability and yet, many projects do not check if anticipated cost savings and business benefits have been fully realised. The HFMA's 'NHS Financial Temperature Check 2015' refers specifically to under achievement of planned savings as a key driver for the deteriorating financial position. This workshop provides a structured series of techniques to ensure NHS transformation programmes, projects and change initiatives have a clear process to identify, track and realise benefits after procurement projects have closed.</p> <p>Course Content</p> <ul style="list-style-type: none"> • Why should anyone be led by you? • Identifying what you will be left with after the change has been implemented • Creating a simple and visible benefits statement • Identifying all the benefits at the beginning • The Benefits Matrix to stay focussed • Mapping the Benefits to Strategic Objectives • What to do in the first 30 days of the project • Engaging all stakeholders to make the difference • Managing change control that makes a difference • Setting up a way to measure to prove it 	<p>Any NHS professional who is required to demonstrate that tangible benefits have been realised from changing processes, systems and people.</p>
<p><u>Notices</u></p> <p>Notices are the first stage of the procurement cycle where legal advice must be sought to validate any potential breach of the law. This course is an interactive workshop where the most regularly used OJEU notices are reviewed, and best practice completion is advised, reflecting where the most common mistakes are made. We will actively work through a notice, explaining the intentions of the wording, what information is legally required and what is considered best practice, equipping delegates with the knowledge to complete compliant, risk free OJEU notices.</p> <p>Course Content</p> <p>What is a notice?</p> <ul style="list-style-type: none"> • The notice <ul style="list-style-type: none"> ○ Mandatory fields ○ Common mistakes • The voluntary ex-ante transparency (VEAT) notice <ul style="list-style-type: none"> ○ The purpose of the VEAT notice ○ When should it be used? • The Corrigendum notice <ul style="list-style-type: none"> ○ Implication of incorrect notices ○ Correcting a notice ○ Cancellation • Contract award notice <ul style="list-style-type: none"> ○ The purpose of a contract award notice ○ When should it be issued? 	<p>½ day event relevant to all Procurement staff at all levels</p>

<ul style="list-style-type: none"> ○ Relevant fields ○ Common mistakes • New Notices 	
<p><u>Running effective meetings and contributing effectively in meetings</u></p> <p>Creating and being part of an effective meeting is unfortunately too much of a rarity for many. Yet meetings are vital part of communication and connection for a successful organisation.</p> <p>This practical course will cover the skills needed to ensure that meetings are run effectively and help participants get more out of their meetings whilst spending less time in them!</p> <p>By attending this day delegates will:</p> <ul style="list-style-type: none"> • Learn how to control and energise discussion to achieve organisational outcomes more efficiently and effectively • Identify ways in which their meetings can be improved • Use proactive measures to put these improvements into place • Prepare for a meeting which they are to lead in minimum time with maximum effect • Be aware of barriers to an effective meeting and use communication skills to overcome them • Understand the significance of verbal and non-verbal communication during a meeting • Make meetings shorter and more productive 	<p>1 day event relevant to all staff at all levels</p>
<p><u>Specification Writing</u></p> <p>This course is designed to provide delegates with the knowledge and skills to create specifications that ensure sustainable pricing, product quality, operational functionality and requirements that are fit for purpose. The course addresses why it is essential to undertake pre-procurement engagement and spend time developing a robust EU compliant specification, which will in turn reduce the financial impact of over specifying or producing a specification that is not fit for purpose further down the line.</p> <p>Course Content</p> <ul style="list-style-type: none"> • Introduction • Definition of Specifications • Types of Specification • Pre-market engagement • Stakeholder Engagement • Strategic Issues Social Values Act • Conflicts of Interest • New Directives • Structure and Content • Evaluation • Award and Selection Criteria • Variant bids • SMART Specifications for Contract Management 	<p>½ day event relevant to all Procurement staff at all levels</p>

KNOWING THE BUSINESS

We work with others through **CLOSE PARTNERING** across every part of the NHS and we all have the **SKILLS AND STRENGTHS** needed for our roles

<u>Accounting Standards/IFRS webinar</u> This webinar will cover a broad range of technical subjects that will be relevant to current reporting requirements and future reporting requirements in the NHS.	90 minute webinar relevant to all finance staff at all levels
<u>An Appreciation of NHS Finance</u> This comprehensive event is designed to cover all the basics of NHS Finance, and to help all staff understand their role and the part that Finance plays in the NHS. It is designed for all NHS staff, both finance and non-finance. Key topics include:- <ul style="list-style-type: none"> • UK Government finances • The new funding and accountability structure of the NHS • The purpose of commissioning • How the National Tariff works under Payment by Results • The future of finance in the NHS • The relationship between finance and the service. 	1 day event relevant to all staff at all levels
<u>An Appreciation of NHS Informatics</u> This comprehensive event is designed to cover all the basics of NHS Informatics, and to help all staff understand their role and the part that Informatics plays in the NHS. Presented by NHS Informatics professionals It is designed for all NHS staff, both informatics and non-informatics and will be an interactive day to help you understand the effect that Informatics has on patient care.	1 day event relevant to all staff at all levels
<u>An Appreciation of NHS Procurement</u> This comprehensive event is designed to cover all the basics of NHS Procurement, and to help all staff understand their role and the part that Procurement plays in the NHS. Presented by NOE CPC, it is designed for all NHS staff, both procurement and non-procurement and will be an interactive day to help you understand the effect that Procurement has on patient care.	1 day event relevant to all staff at all levels
<u>Applying Effective Excel and Powerpoint Techniques to Influence Meetings</u> This course shows how the everyday tools of excel and powerpoint can be used quickly and simply to bring to the forefront the power of information in presentations and meetings. The focus of this course will be to show how these software applications can produce quick and effective material making life easier for finance professionals. Key topics include:- <ul style="list-style-type: none"> • How to manipulate data in excel • How to manipulate information in powerpoint 	1 day event relevant to finance staff at all levels

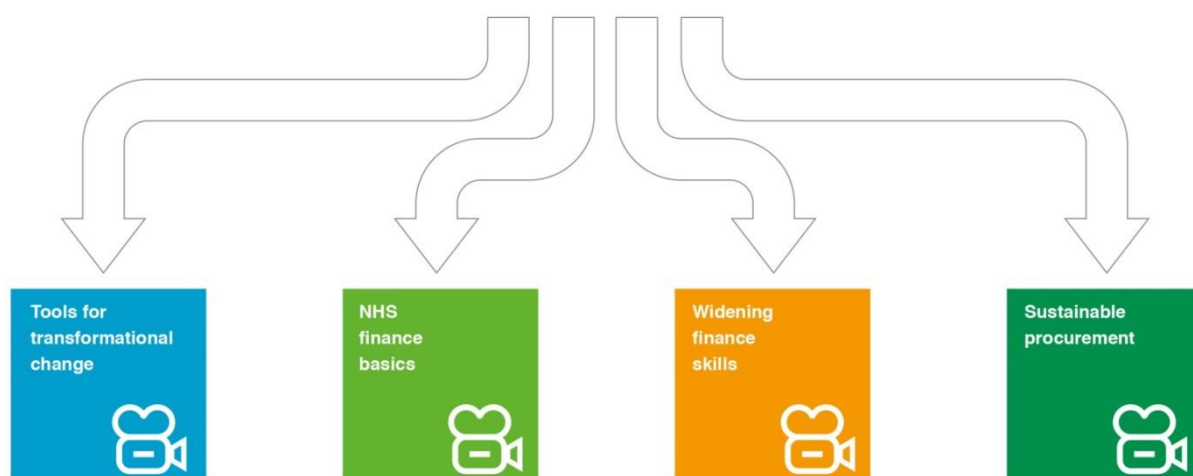
<ul style="list-style-type: none"> • Preparing for budget setting, pay settlements, corporate reporting and budget reporting • How to bring reports to life in meetings • Top tips and techniques for finance presentations 	
<p><u>Being An Effective Presenter</u></p> <p>Presenting is a key skill for all professionals in the NHS. At the same time there is often huge variation in the level of skills, confidence and competence in presenting. If you dread presenting or just want to update your skills, this one day workshop is for you.</p> <p>By the end of this workshop you will:</p> <ul style="list-style-type: none"> • Be a more confident presenter • Be able to create effective presentations • Know what to do to increase the chances of getting the outcome you want when you present • Have strategies to overcome and manage nerves • Be delivering more effective presentations • Have developed a personal action plan to make sure that you continue to get even better at presenting <p>This will be a highly interactive and supportive workshop. You will have the opportunity to deliver at least 3 presentations during the day, reflect on your performance and get specific feedback on where you can improve.</p>	1 day event relevant to all staff at all levels
<p><u>Business Analytics</u></p> <p>Course being developed, more information to follow</p>	
<p><u>Commercial Aspects for Procurement</u></p> <p>Procurement practitioners will be aware of the importance of price, cost and value. When considering the purchase of a product, service or works, the purchaser will have several key factors in mind for determining the rationality of the cost and purchase price to be paid.</p> <p>Key topics include:</p> <ul style="list-style-type: none"> • Understand the concept cost • Appreciate whole life costing • techniques to maximise value • Explore some pricing strategies • Understand the difference between fixed and variable cost • Understand external factors that impact on cost • Appreciate internal factors that impact on cost • Define Lean and the 5 basic Lean principles, for elimination of waste • Define the phases of the negotiation process • Appreciate some of the strategies and techniques used in negotiations 	½ day event relevant to procurement staff at all levels
<p><u>Communicating with Excellence</u></p> <p>This workshop will enable delegates to understand the key techniques and</p>	1 day event relevant to all staff at all levels.

<p>skills involved in excellent and effective communication and give them the opportunity to practise these techniques.</p> <p>Key topics include:-</p> <ul style="list-style-type: none"> • The key skills involved in establishing rapport • The skills involved in listening and responding to others effectively. • The skills involved in speaking to others effectively. • How to influence people at all levels much more effectively. • How to be assertive and have practiced this in relevant work based scenarios. • Know how to deal with conflict more effectively 	
<p><u>Finance for Non-Financial Managers</u></p> <p>This training session provides an engaging and applicable overview of Finance for Non- Finance Managers within the NHS.</p> <p>Finance is a key driver of decisions & discussions within the NHS. It is paramount that non-finance professionals understand their numbers, but more importantly, their influence on these numbers.</p> <p>Course Content:</p> <ul style="list-style-type: none"> • Finance in the NHS • Why is Finance important – understanding your influence • Cost Centre reporting • Budgeting & Forecasting • Key Cost Principles • Controllable / Uncontrollable costs • Management Reporting & KPIs • Projects & Business cases • Return on Investment • Working with the Finance team • Communicating financial information 	<p>1 day event relevant to all staff at all levels.</p>
<p><u>NHS Best practice findings to maximise financial and clinical decision making</u></p> <p>Effective engagement between NHS clinicians and finance professionals has always been important and never more so than now as the NHS seeks to improve the quality of care for patients against a background of increased financial pressures.</p> <p>Many questions have been raised in the NHS. Not least, what do clinical and finance professionals need to be able to develop a truly collaborative partnership? What are the barriers that the NHS needs to overcome, the key levers and the best practice steps for a way forward?</p> <p>This workshop aims to summarise and explore the DOH findings from their national research completed in November 2013 by Dr. Mahmood Adil – National Advisor for Clinical and Financial Engagement. The workshop aims to be thought provoking, insightful and useful in enabling senior managers to share their perspective on how to realise collaborative multi-disciplinary decision making.</p>	<p>1 day event relevant to all Finance staff who want to understand the significance of collaborative decision between clinicians and finance.</p>

<p>Course Content</p> <ul style="list-style-type: none"> • Why now? • Definitions and benchmarking • Balancing patient care within available resources – Francis Report • Characteristics of effective engagement • Top three barriers • Self-assessment tool – how to measure engagement • Practical suggestions and enabling factors • Leading a culture of embedded engagement • Best practice case studies in the NHS • Best practice in Finance (external to the NHS) 	
<p><u>Report Writing Skills</u></p> <p>Report writing can be a challenge - surprisingly often those who are best at communicating face to face have difficulties expressing their thoughts on paper. By the time they have completed this day, participants will find it both easy and enjoyable.</p> <p>Key topics include:-</p> <ul style="list-style-type: none"> • Recognising the special characteristics of reports • Establishing clear objectives for a report, considering the audience • Following a simple process for the preparation of a report • Following or adapting a simple structure for the preparation of reports • Distinguishing between facts, conclusions and recommendations • Using an accurate, clear and brief writing style • Stating what does and does not work in terms of layout and presentation 	<p>1 day event relevant to all staff who are involved in writing reports at all levels</p>
<p><u>Risk Management and Taking Informed Risks</u></p> <p>Details to follow</p>	
<p><u>Speed Reading Skills</u></p> <p>In this workshop participants learn the skills needed to handle documents of all varieties effectively without losing vital information. Covering eye movement analysis, the technicalities of reading, retention techniques and a number of practical exercises, participants quickly and easily build effective reading skills. They leave able to fly through documents, releasing their time and removing work pressure.</p>	<p>½ day event relevant to all staff at all levels</p>
<p><u>SQL - Querying SQL Databases using T-SQL</u></p> <p>This course will provide you with the basic knowledge and skills to create queries using Transact-SQL. It will teach you how to select, filter and sort data from multiple tables and how to use views and stored procedures.</p>	<p>2 day event relevant to all Informatics staff at all levels</p>

<p><u>SQLPLUS – Advanced Querying SQL Databases using T-SQL</u></p> <p>This course will provide more advanced T-SQL knowledge for those who have attended the SQL course. This is not a beginner course. For those requiring a basic level of T-SQL for reporting then please review the SQL course first.</p>	<p>2 day event relevant to all Informatics staff at all levels</p>
<p><u>Translating technical know-how into effective business partnering for NHS professionals</u></p> <p>The content is a response to the research from the DOH's report in November 2013 into "Effective Clinical and Financial Engagement" and Future Focussed Finance's emerging definitions of 'what good looks like'. There is a clear need to support NHS Professionals with a practical tool kit. This workshop will be mapped onto the key close partnering skills identified in the research to meet the growing demands on NHS Professionals to add value, drive efficiency and become the catalyst for change. The target audience is anyone working in Finance, Procurement or informatics who wants to work more closely with their internal customers and enable their team to utilise their technical know-how and embrace the spirit of close partnering.</p> <p>Course Content</p> <ul style="list-style-type: none"> • Close Partnering – what does good look like • How do customers define value • Finding out what's important to customers • Enabling customers to articulate their requirements • Supporting and challenging requirements • Proactive partnering • Creating opportunities to gather customer feedback • Customer conversations to enhance perceptions of service • Testing if expectations have been met • Making it simple for others to engage with technical process and content 	<p>1 day event relevant to all staff at all levels</p>
<p><u>VAT update</u></p> <p>This workshop will provide an update on the latest legislation and changes around VAT in the NHS</p>	<p>1 day event relevant to Finance and Procurement staff at all levels</p>

CONFERENCES	
<u>CPSD/FSD One Day Conference</u> <ul style="list-style-type: none"> • Open to all - an event designed to bring the finance and procurement communities together • An opportunity to meet people, establish contact, share expertise and knowledge and make a difference • Encouraging us to work and learn together • Making our working life easier by being part of an effective team • Time out to look beyond the office and find out what's going on • Learning something new to take back to the office • Looking to the future and taking the lead • A mix of soft and technical skills development. 	<p>2 x 1 day event relevant to all Finance and Procurement staff at all levels</p>
<u>ISD One Day Conference</u> <ul style="list-style-type: none"> • Open to all - an event designed to bring the informatics community together • An opportunity to meet people, establish contact, share expertise and knowledge and make a difference • Encouraging us to work and learn together • Making our working life easier by being part of an effective team • Time out to look beyond the office and find out what's going on • Learning something new to take back to the office • Looking to the future and taking the lead • A mix of soft and technical skills development. 	<p>1 day event relevant to all Informatics staff at all levels</p>
<u>Senior Procurement Conference</u> <ul style="list-style-type: none"> • An event designed to bring the senior procurement community together • An opportunity to share good practise and knowledge and make a difference • Technical updates • Encouraging us to work and learn together • Looking to the future and taking the lead. 	<p>1 day event relevant to senior Procurement leaders</p>



Establishing Credibility	Introduction	Introduction to NHS Finance & its Jargon	Introduction to sustainable procurement
Communicating Persuasively	Income in the NHS	Budgeting and Forecasting	Information, Communication and Technology
Presenting Persuasively	Payroll & Staff Expenses	Accounting for Capital	Construction and Major Refurbishment Projects
Strategic Planning	Expenditure Cycle	The Importance of Cash	Furniture
Lean Methodology	CAPEX	Delivering Cost Reduction	Textiles
Business Case Writing	The Control Function	Efficient Financial Systems	Re-use and Remanufacturing
Risk Management in the NHS	Budgetary Control	Governance and Fraud	You will be redirected to the gov.uk website to view the videos
Inspirational Leadership	Year End	The NHS Tariff	
Flexibility & Change	Internal Audit	Patient Level Costing	
Team Working	Managing the Business	The Year-End Process and Accounts	
	Basic Bookkeeping Part 1		
	Basic Bookkeeping Part 2		

OTHER SERVICES	
<p><u>Action Learning Sets</u></p> <p>These are small groups of people who meet to share learning and support and are facilitated by a coach. They can be of a general supportive or technical nature and are ideal for people looking to develop their knowledge and skills in a small friendly environment.</p>	Relevant to all staff at all levels
<p><u>Coaching</u></p> <p>A safe and confidential space to work on your own goals – you may want to discuss your career plans, develop your leadership, work on your confidence and self-belief.</p> <p>Confidential coaching sessions are available for staff of any grade. For Finance, Procurement and Informatics staff we provide 3 sessions free of charge.</p> <p>From May 2016 Team Coaching will also be available at a competitive rate.</p>	Relevant to all staff at all levels
<p><u>Management Development Programme</u></p> <p>The MDP consists of eleven, one day workshops. giving a solid foundation of management and leadership skills. The content and style of the Management Development Programme equips delegates to deliver in the important competencies of leadership skills, business skills and relationship and influencing skills.</p> <p>The programme is accredited with the Institute of Leadership and Management (ILM), enabling delegates to gain a qualification in Leadership and Management. For the 2018 programme, colleagues who wish to gain a qualification as well as attending the modules have three options:</p> <ul style="list-style-type: none"> • Level 3 Award in Leadership and Management – involves attending a minimum of 4 modules and completing four assignments based on sharing what has been learned and importantly, how it has been applied in the workplace. The Level 3 qualification is equivalent in complexity to an A-Level, and is suitable for colleagues who don't yet manage a team but are aspiring to do so, or about to step into a management role. • Level 4 Certificate in Leadership and Management – involves attending a minimum of six workshops, completing six assignments (again based on sharing learning and application), and is suitable for those who are already managing at least one staff member. The Level 4 qualification is equivalent in complexity to the first year of a Degree. • Level 4 Diploma in Leadership and Management – involves attending all ten modules, completing eleven assignments and delivering a final presentation. Again this qualification is suitable for those who manage at least one staff member. Typically, delegates taking the Diploma have to complete an assignment every six weeks, with a break over year end. 	Relevant to all existing or aspiring managers

<p>Not only is the Management Development Programme a great way of supporting staff development and building the management capability within the team; the MDP and the ILM qualification will also support colleagues to transfer what they learn during the Programme to the workplace as they are expected to practically apply what they learn, and regularly report back on what difference they have made to their own performance and that of the team. In turn this builds staff members' confidence as they turn their learning into action and see the results.</p> <p>Modules covered: Coaching for Results Developing Self Awareness to Understand and Motivate Others Influencing Skills and Building Relationships Straightforward Management and Leadership Continuous Process Improvement Priority Management and Assertiveness Managing the Impact of Change Performance Management and Development Customer Service and Teamwork Getting Your Point Across Mindfulness and Leadership</p>	
<p><u>Learning Portal</u></p> <p>The provision of an e-Learning-based suite of courses to provide cost-effective informatics qualifications as follows:</p> <ul style="list-style-type: none"> • Prince 2 Foundation – cost £256 • MSP Foundation – cost £296 • ITIL Foundation – cost £300 • Prince 2 Practitioner – cost £400 • Prince 2 Re-registration – cost £354 • Agile PM Foundation – cost £256 <p>Although part subsidised by the levy, there will be an extra charge per delegate for these courses.</p> <p>Individual participants will be able to enrol on a course directly via the Yorkshire and Humber website, providing them with access to a Learning Portal which contains a set of materials, including various exercises and the facility of sitting a mock exam. An exam will be booked for the participant approximately 12 weeks later (via the Portal administrator) and an eLearning licence will be issued to allow access to the exam.</p> <p>Those who successfully complete their exam will receive a qualification via the APMG International Examining Board.</p>	<p>Relevant to all staff</p>
<p><u>Undergraduate Placement Programme</u></p> <p>Each year we invite applications from students wishing to gain a placement in an NHS Organisation and we invite Organisations to indicate whether they would like to offer a placement to a student. For the successful</p>	<p>Currently available to Finance, Procurement</p>

<p>candidates we provide an introductory event which will also be available to apprentices and new students from other Organisations. A review day will be held at the end of the placements which provides us with feedback on the programme and will also inform the students about the graduate trainee scheme, interview skills and career planning.</p>	<p>and Informatics teams for placements in 2018-19</p>
<p><u>IT Skills Pathway</u></p> <p>We are a registered centre for the IT Skills Pathway; this website allows you to complete Microsoft Office learning programmes which include Excel, Word, PowerPoint and Outlook.</p> <p>This is a great way to learn new skills or refresh your memory. You can complete the full course or if you just require a particular element, the courses are broken down into sections so you can just take part in that particular subject.</p> <p>To enable you to access the course you will need to follow one of the links on the Skills Development Website. You can register as a user where you will input your name, email address and organisation this will then generate a user ID which you must take note of as you will need this to log in every time you access a course. You can access all the courses as many times as you wish.</p>	<p>Relevant to all staff at all levels</p>
<p><u>Secondment Project</u></p> <p>Developed and piloted in Yorkshire and Humber under the Future Focused Finance Great Place to Work workstream, this is a scheme whereby the Skills Development Team will assist individuals looking for secondments and Organisations looking to offer secondments. The purpose of this project is to enable senior finance, procurement and informatics staff to gain some experience of different organisations and different ways of working to help with their career development. It also helps Organisations with a specific project or need to fill temporary posts to identify and utilise the skills available within the Region. There are currently 6 secondments in place in the region through this scheme.</p>	