The North West Skills Development Network

ANNUAL REPORT 2014-2015

Developing Today to Influence Tomorrow

To provide a robust infrastructure to effectively support the continuous development of Finance, Informatics and Procurement staff across the North West in line with the NHS Constitution’s pledge to provide all staff with the right skills and professional development to facilitate the delivery of excellent patient care.

Finance, Informatics & Procurement Skills Development by the NHS for the NHS
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About us

The North West Skills Development Network is an innovative Learning and Development Network offering development opportunities from Apprentice through to Director Level. Initially set up to support the development of the finance function, the Network has expanded in recent years to encompass informatics and procurement staff and to broaden its learning & development provision to wider stakeholder groups across the North West.

The NHS is facing unprecedented financial challenges as a result of the pressures on the UK economy and the mounting care needs of an increasing but ageing population.

This is resulting in an escalating need for finance, informatics & procurement staff to not only keep their technical skills up to date, but to challenge the boundaries through the introduction of new skills and techniques to enable them to work as true business partners assisting clinical staff to improve patient care.

The Skills Development Network is proactive in identifying and providing learning & development opportunities to meet this need, encouraging and facilitating the sharing of best practice and learning through Network events. These events are highly regarded and demonstrate best value for organisations through shared learning.
Governance Structure

2014/15 saw the integration of Procurement Skills Development (PSD) into the Network. This prompted a full review of the governance structures, to ensure consistency across all three specialisms and to ensure clarity of the services provided by the Network. This is now available and interactive on the website, showing the membership, terms of reference and minutes for each group.

The Focus Programme

Learning & Development Opportunities

Personal Development
- Assertiveness, Professional Presence & Confidence
- Building Personal Resilience
- Change Management Techniques Communicating with Resistance (2 days)
- Critical Thinking & Problem Solving
- Dealing with Difficult People / Communicating with different Personality Preferences
- Developing Your Personal Skills (Personal Portraits, Career Planning, Preparing for Interview, etc.)
- Influencing & Negotiation Skills
- Introduction to Coaching Skills
- Introduction to Emotional Intelligence
- Making Effective Presentations
- Report Writing Skills (Basic)
- Report Writing Skills (Advanced)
- Time Management Skills

Professional Technical
- Achilles EU Academy
- Accounting Standards in the NHS/IFRS Update
- Agile PM Foundation & Practitioner
- Agreement of Balances
- Balance Sheet Management and Reporting
- Clinical Coding Standards Courses
- Clinical Coding Standards Refresher Course
- ITIL Foundation
- IT and IT Systems Procurement
- Leasing for Procurement Staff including Managed Services
- Mental Health Clinical Coding Foundation Course
- MSP Foundation
- MSP Practitioner
- National Clinical Coding Qualification (UK) Revision Workshop
- OJEU Refresher Courses
- Performance Management Indicators
- PRINCE2 Foundation, Practitioner, Re-Register
- Statistics for Health
- Writing Queries Using Microsoft SQL Server 2008 Transact-SQL

Management & Leadership
- Management Development Programme (LMI)
- Experienced Professionals Programme
- Future Leaders Programme
- Managing & Building Teams
- Leading Change

Business Skills
- Better Business Cases
- Business Analysis
- Communicating Financial Information with Impact
- Continuity, Consent, Risk & How to Avoid Them
- Cost Management in the NHS
- Customer Service (Should be delivered within an organisation as part of a team)
- From Bean Counter to Business Partner
- How to Prepare a Small Business Case
- Investment Appraisal
- Introduction to Project Management
- NHS Best Practice Findings to Clinical and Financial Engagement
- Practical Steps to Sustainability
- Strategic Finance and Planning in the NHS
- Techniques to Engage and Educate Decision Makers about Finance
- Training and Education Funding in the NHS - A Health Education North West Guide to Funding Plans
- VAT Update, Refresher & Strategy

Focus Programme
Accreditation Programmes

The Towards Excellence Finance accreditation scheme has been accrediting North West Finance departments since 1998, with its key aim being to support and improve skills and organisational development through a competence-based peer-assessment process. The scheme has full support and engagement from all Finance Directors across the North West ensuring high standards are maintained.

In May 2012, the Department of Health published an initial set of NHS Standards for Procurement. The Standards were reviewed in 2013 to enable Boards and other key stakeholders to assess and benchmark procurement performance, identifying areas for improvement. The North West built upon the success of the Finance accreditation process to establish the Towards Excellence Procurement scheme, utilising the peer review process which has since been adopted nationally for the accreditation of procurement departments.

In 2013/14, Informatics Skills Development (ISD) launched Excellence in Informatics, to accredit North West Informatics departments utilising the established peer assessment process to help, support and improve skills and organisational development.

The key objectives of all three accreditation schemes are to:

- confirm good development practice is established and maintained
- encourage continuous development of the functions through increasingly higher standards, enabling departments to meet the challenges of the changing NHS agenda
- celebrate the success of organisations who take development seriously, demonstrating continuous improvement of the capability and competence of the functions and the organisation as a whole

Congratulations go to Wrightington, Wigan & Leigh NHS Foundation Trust who are the first organisation to achieve accreditation for all three specialisms.

Triple Accreditation Success!

“It’s fantastic to receive the news that WWL NHS FT is the first organisation to have achieved accreditation across all three functions – FSD, ISD and PSD. It demonstrates the Trust’s ongoing commitment to good Professional Development and reflects well on the Finance, IM&T and Procurement departments. The Trust is very proud of this achievement and recognises the importance of the work co-ordinated by the North West Skills Development Network.”

Mike Pye - Acting Director of Finance

Stephen Dobson - Associate Director of IM&T

Alistair Nicholson - Acting Head of Procurement
Management and Leadership Development Opportunities

The Skills Development Network runs a highly successful and unique suite of leadership programmes which are cost effective. Designed by members of the Network, they are bespoke, practical and relevant to the audiences they serve.

Management Development Programme

The longest running of our three programmes has seen 260 North West staff receive the Institute of Leadership and Management (ILM) endorsed award. Designed to expand the management and leadership capabilities of NHS finance, procurement and informatics staff who have recognised a need to become a ‘transformational’ leader rather than a reactive ‘manager’; who can engage and motivate staff.

Aimed at developing management and leadership skills for individuals seeking a career pathway through to a more senior management role, with added benefits provided through Networking opportunities with fellow colleagues from North West NHS organisations.

Feedback from delegates:

‘The course was well put together and covered all aspects of management, team and self-development. I found it a very reflective course on my own management styles but also an enlightening course on how to better understand the staff I am responsible for. A worthwhile course, would recommend it to existing managers never mind new ones.’

Future Leaders Programme

An 18 month programme designed to nurture talented leaders and aimed at high achievers who can make an immediate impact on organisational performance.

The programme concentrates on the development of leadership thinking and an individual’s ability to bring other people with them, to contribute to the strategic direction of their organisation. Its aim is to improve organisational performance by connecting with the core purpose of improving patient care. Facilitated by NHS specialists and facilitators, the programme is designed and led by the North West Skills Development Network.

‘A great opportunity to develop new skills; work through workplace issues that affect you in a low-risk, supportive yet challenging environment; time for reflection and self-review; and networking opportunities in a fun environment.’

“Leading Through Change” - Experienced Professionals Development Programme

This new programme is designed to bridge the gap between our Management Development and Future Leaders programmes. Shaped around leadership skills, bringing together experienced professionals to create a community of learning. The programme is aimed at roles that have leadership/management responsibilities and/or influence on staff outside of their department.

Focusing on integration and internal & external relationships, the programme includes an appreciation of the opportunities and challenges within the NHS and the wider community. The key focus is on change leadership using case studies that show effective good practice. The development areas addressed include: communication; influencing and listening skills; having difficult conversations and culture. With the overall aim of leaving delegates with increased knowledge and capability, and an ability, to share these skills with their stakeholders.

‘It’s been a really considered programme of development, I’m not sure you’d get that with an outsourced training company who would likely provide something off the shelf. I really feel like the Network cares about the development in the region. The connections that the Skills Development Network has also been integral to the programme with some of the speakers and trips arranged.’
<table>
<thead>
<tr>
<th>Programme Induction Day</th>
<th>Reflection &amp; Action Log</th>
<th>Work based Assignment</th>
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<tbody>
<tr>
<td><strong>Self Awareness</strong></td>
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<td>The Impact of Change</td>
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<td>Communication Dynamics</td>
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<td>Coaching</td>
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<td>Leadership &amp; Decision Making</td>
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<td>Case Study</td>
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<td>Action Learning Sets</td>
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<td>Strength Deployment Inventory (SDI) assessment and links to 360 Appraisal</td>
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**Student Support Network**

**Student Forum**

Established in 2008, the Student Forum is unique to the North West and continues to go from strength to strength. It provides a mechanism for NHS students and potential students in the North West to help develop their academic careers. 2014/15 was a fantastic year for the Forum as it won the newly launched ‘Study Resource of the Year’ Award at the PQ (Part Qualified) Magazine Awards which took place in February 2015. The judges said “this is a wonderful support group that deserves recognition.”

The Network was also extremely pleased to see one of its former Forum members, Stephanie Moonan win the ‘PO of the Year’ award. PQ Magazine Editor Graham Hambly said “senior management accountant at the Walton Centre, Stephanie Moonan, stole the show at the PQ Awards 2015. The ACCA PQ (she’s also AAT qualified) won the hotly contested PQ of the Year Award. The judges loved the fact that Stephanie was always prepared to just get the job done without a complaint. A member of the HFMA committee board, she is also a Value Maker for the Future-Focused Finance Programme. This is someone that is putting things back!”

“I have personally benefitted greatly from the Student Network, it helped me make the big decision of what qualification to study and which training provider. I am now studying for my final ACCA exam and am confident that without the student Network support I would not be in the position I am today.”

Stephanie Moonan
R&D & Service Transformation Accountant
The Walton Centre NHS Foundation Trust

**Student Skills Development Lead (SSD)**

Launched in 2015, we now have 40 SSD Lead representatives in the North West, who are taking responsibility for communicating student and FSD related information to students and potential students within their organisation. Their role is to highlight specific events, exam successes, updates from Accounting Bodies etc. Working in conjunction with the FSD Lead they will help in identifying student specific learning and development opportunities that can be addressed through the Forum and the Skills Development Network.
**Did you know?**

- The number of Chief Clinical Information Officers engaged in the North West is currently 46.
- 2015 is the 25th Anniversary of the Contact conference.
- The Student Forum is unique to the North West.
- The Informatics Skills Development (ISD) Network & Connect Conference only happen in the North West.
- The Procurement Skills Development (PSD) Network is unique to the North West.
- PSD are the trailblazers for accreditation across the country, being the only Region to have 10 organisations accredited.

**Conference Focus**

**CONNECT 2014 - ‘One Vision, One Pathway’**
- Delegate Attendance: 135
- Highlights
  - Rt Hon Andy Burnham, Shadow Secretary of State for Health
  - Beverley Bryant, Director of Strategic Systems & Technology, NHS England

**CONTACT 2014 - ‘Making Transformation Count’**
- Delegate Attendance: 171
- Highlights
  - Paul Baumann, Chief Financial officer, NHS England
  - Paul McGee, The SUMO GUY

**STUDENT 2014 - Brave New World**
- Delegate Attendance: 59
- Highlights
  - Phil Wadeson, Director of Finance, NHS England, Merseyside
  - Mariesa Barnes, North West Ambulance Service, Management Accountant
Value for money

The services offered by the network continue to grow and we endeavour to ensure that we offer value for money for our stakeholders. It is important to recognise the added value the Network provides in offering cost effective learning and development opportunities to its member organisations. The average cost per event in 14/15 was £150 compared with the commercial sector rate of £549 for an equivalent event. The network also offered a number of free events during 14/15 which had an average commercial value of £180. This highlights the estimated added value of the network to be in the region of £410k.
Partnership Working
Regional and National Projects

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Feedback

**JOINT LEADS AWAY DAY**

“I just wanted to say “Thank You” for an excellent event yesterday at the Haydock Thistle Hotel, it was really well attended and it definitely works having this event across Finance, Information and Purchasing and then splitting off in to groups, as we did yesterday, where we are discussing elements specific to our own areas of work.

The day just flew and all the speakers were excellent and kept the full attention of the delegates throughout the day. I certainly took a lot away from it and will feed back to the department here. You all put a lot into this and this Trust is really appreciative of the support you give to us.”

**CONNECT 2014**

“A quick note to say thank you to you and your colleagues for this week’s event. It’s been the most effective networking event of any I’ve attended in recent years and a good use of precious time away from the office (which is not the case with many events). Furthermore, the quality of the presentations was extremely high and engaging - a credit to your organisational skills.”

**CONTACT 2014**

“The speakers where very inspiring, Paul McGee had everyone wide awake and ready for the day and truly inspired me. Ashley Brooks had everyone in tears and made you appreciate that you do make a difference. Sahar Hashemi was fascinating and I’m sure I could have listened to her speak for hours. I have now got some books to purchase following these sessions.”

**STUDENT 2014**

“This was my second Student Conference and I would recommend it to anybody who is studying, or thinking of studying. There was a real mix of speakers and I learnt something from each one of them.”
Network Priorities 2015/16

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<thead>
<tr>
<th>Objective</th>
<th>Success Criteria</th>
<th>Achieved by</th>
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<tbody>
<tr>
<td>Promote and recruit to 2nd cohort for the Future Leaders Programme</td>
<td>Minimum of 36 delegates recruited to the programme</td>
<td>Jan-16</td>
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<tr>
<td>Explore the feasibility of an accredited academic qualifications for the Future Leaders Programme</td>
<td>Offer of an academic qualification to support the programme</td>
<td>Mar-16</td>
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<tr>
<td>To establish a funded apprentice programme in the three regions.</td>
<td>Successful funding bid to the Skills Funding Agency</td>
<td>Jan-16</td>
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<tr>
<td></td>
<td>Recruitment of 12 apprentices in each region</td>
<td>Sep-16</td>
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<tr>
<td>Introduce new accreditation standards for Towards Excellence accreditation programme incorporating Future-Focused Finance</td>
<td>Completed assessments utilising the new process and guidance</td>
<td>Oct-15</td>
</tr>
<tr>
<td>Establish and recruit to the experienced professional development programme</td>
<td>Min 3 finance delegates recruited to the programme</td>
<td>Jul-15</td>
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<tr>
<td>Establish a cross-sector secondment pilot</td>
<td>Min of 5 recruited to the programme</td>
<td>Mar-16</td>
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<tr>
<td>To facilitate full engagement with Future-Focused Finance across the North West</td>
<td>Evidence of North West participation in FFF work streams</td>
<td>Mar-16</td>
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<tr>
<td></td>
<td>Track number of North West Value Makers</td>
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<td></td>
<td>Track number of North West Finance Educators</td>
<td></td>
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<td></td>
<td>Tracked via the Towards Excellence accreditation</td>
<td></td>
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<tr>
<td>To raise the profile of the Student Support Network</td>
<td>To establish Student support leads in 50% of Organisations</td>
<td>Sep-15</td>
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<td></td>
<td>To facilitate 10 events per year</td>
<td>Mar-16</td>
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"Just thought I’d drop you a note to let you know how interesting the presentation from the CCG yesterday was. It was really interesting to hear a different organisation’s perspective on Healthier Together and the session prompted lots of interesting and thought provoking questions from the assembled audience. The speakers were also really good presenters."

"The trainer/exam invigilator Bill was superb! He was positive, enthusiastic, engaging and a calming influence over us all before we sat our exam. The way he conducted the last minute revision session was superb and helpful. I would just like to pass this on with the hope he gets the feedback."

"The e-learning portal was also a fantastic resource, it was well structured and engaging."

"I want to say a big thank you for taking the time to present at the Chartered Institute of Procurement & Supply (CIPS) Study Centre Event last week which I really appreciate. It was good for centres to understand what having an apprentice can mean for a business and also how some of them may be able to support you with delivery.”

"I just wanted to say a big thank you to Sara Braidwood who has been in to deliver an excellent presentation to our second year Manchester Metropolitan University sandwich students today.”
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<td>Mar-16</td>
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<tr>
<td>To establish a funded apprentice programme in the three regions.</td>
<td>Establishment of a pilot programme</td>
<td>Sep-15</td>
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<tr>
<td></td>
<td>Successful funding bid to the Skills Funding Agency</td>
<td>Jan-16</td>
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<tr>
<td></td>
<td>Recruitment of 12 apprentices in each region</td>
<td>Sep-16</td>
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<tr>
<td>Further development of the Excellence in Informatics accreditation scheme, to include the launch of Intermediate and Advanced level, in the next 18 months</td>
<td>50 % increase in accredited organisations</td>
<td>Mar-15</td>
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<tr>
<td></td>
<td>Intermediate and Advanced levels launched</td>
<td>Sep-16</td>
</tr>
<tr>
<td>Establish and recruit to the experienced professional development programme</td>
<td>Min 3 informatics delegates recruited to the programme</td>
<td>Jul-15</td>
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<tr>
<td>Introduction of Health Data Scientist Masters modules with The University of Manchester</td>
<td>Track number of North West participants on the programme</td>
<td>Oct-15</td>
</tr>
<tr>
<td>Introduce an advanced level Statistical Analysis and Report Writing courses</td>
<td>Courses run and uptake monitored</td>
<td>Oct-15</td>
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<tr>
<td>Development of work placements with University Master’s students</td>
<td>Record of the number of placements offered within North West organisations</td>
<td>Oct-15</td>
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<tr>
<td>ISD to apply to become a federation member of FED IP</td>
<td>Application accepted</td>
<td>Mar-16</td>
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<tr>
<td></td>
<td>Link membership to the Excellence in Informatics accreditation scheme</td>
<td>Mar-16</td>
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<tr>
<td>To broaden the use of social media to engage widely across the Network</td>
<td>5% increase in Twitter followers</td>
<td>Mar-16</td>
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<tr>
<td></td>
<td>Launch E-Newsletter</td>
<td>Jul-15</td>
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<tr>
<td>To continue to roll out the Towards Procurement Excellence accreditation programme.</td>
<td>Complete assessments utilising the National Standards: 14 level one accredited organisations 4 level two accredited organisations</td>
<td>Mar-16</td>
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<tr>
<td>To continue to establish and deliver specific PSD Network learning events</td>
<td>Delivery of B dedicated events</td>
<td>Mar-16</td>
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<td>To work closely with HCSA and CIPS to develop the procurement profession</td>
<td>To establish a forum with HCSA, CIPS &amp; NWPD to develop a strategy for the development of the procurement profession</td>
<td>Dec-15</td>
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