

Demand and Capacity Programme Team

Demand and Capacity Trainer Programme

June 2017

# Student Prospectus



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Demand and Capacity Team.

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# THE DEMAND AND CAPACITY TRAINER PROGRAMME



## WELCOME AND INTRODUCTION

The Demand and Capacity Trainer programme is a comprehensive training course designed to inform, educate and inspire. Spanning six months, and incorporating existing Demand and Capacity Team teaching, the Demand and Capacity Trainer programme is designed to galvanise in its students the core principles of the demand and capacity ethos. It aims to provide its students with the skills necessary to provide the training of their NHS colleagues on the operation and implementation of demand and capacity models. In the process, students will become local experts who are able to give ongoing support on issues of demand and capacity practice.

The genesis of this new initiative lies in the ongoing desire to ensure the patient's pathway through the NHS, from initial presentation to treatment meets our requirements as set out in the NHS Constitution. Through the use of demand and capacity modelling, planning can be better managed which can bring about a more efficient use of time and resources. The ultimate goal is to see a more effective NHS which works better for patients and staff alike.

The highly-skilled trainers will be a first port-of-call within their designated areas which could mean a reduction in query resolution time and effort, thanks to local empowerment. By the end of the course, graduates will be able to successfully deliver the tailored demand and capacity modelling course and support staff between workshops to ensure the maintenance of knowledge within NHS organisations. Provided free of charge to NHS staff, this new programme represents a significant development in how NHS Improvement and NHS England are adopting new approaches to working to deliver substantial quality and service improvements within the NHS.

## LEARNING OUTCOMES

Upon completing the Demand and Capacity Trainer programme, students will be able to:

- Demonstrate a comprehensive understanding of demand and capacity, including modelling, and a thorough awareness of issues that may be encountered in resource planning;
- Communicate demand and capacity modelling knowledge effectively and clearly using different approaches to a range of audiences, drawing on their own experience and a broader context;
- Work in partnership and support others within their healthcare systems to develop, implement and evaluate demand and capacity planning.

## LEARNING OBJECTIVES AND MODULES

Learning objectives are set across four modules, each with a particular aim and methodology. The modules are change management, interactive modelling sessions, training, and coaching, with each module employing a blend of learning and teaching strategies.

The knowledge based course material will be made available online for delegates ahead of the face-to-face training, and will focus on the necessary skills required within each module.

Each module will be followed up with a webinar and the programme will culminate in a group based action learning set. The action learning set will allow delegates to share their experience of training and solve any problems they may have. This approach is conducive to making students feel more at ease with the practices they will be adopting once they recruit their own cohort of students.

The four modules contain the following elements:

### **Module 1: Change Management**

Identifying stakeholders

Understanding how change is experienced by the individual

Recognising organisational structures, cultures and change

Delivering effective communication to enable change

Measuring effective change

### **Module 2: Interactive Modelling Sessions**

Using basic statistics to quantitatively describe a dataset

Apply the basic principles of demand and capacity to a healthcare process

Identifying constraints in a healthcare service pathway using the outputs of demand and capacity assessment of its constituent parts

### **Module 3: Training**

Understanding learning theory

Selecting methods and media for your audience

Engaging audiences and presenting information

Preparation for practical learning events

### **Module 4: Coaching and Mentoring**

Identifying coaching and mentoring techniques

Identifying the role of coaching and mentoring in the workplace

Using action learning sets as a problem solving approach

Developing personal resilience

### **Action Learning Sets**

The focus of the Action Learning Set is to professionally evaluate, as a group, each other's Individual Action Plan (IAP) that has been designed on the back of previous training delivery (individual evaluation of own performance oriented).

## REQUIRED LEARNING

There will be pre-course learning for all modules within the training course, the details of which will be provided closer to the beginning of the module, but will take approximately 20 hours per module.

The technical module of the training is the Interactive Modelling Workshop. This module is key to developing your understanding of the demand and capacity models and concepts that you will be teaching to your own students once you graduate from the programme. Before this module begins you must have completed the following preparatory work which means you must have either:

- attended one of the demand and capacity face to face training courses accessible by clicking the link below:  
<https://www.england.nhs.uk/ourwork/demand-and-capacity/training/>

OR

- completed the online training, a link for which will be available here:  
<https://www.england.nhs.uk/ourwork/demand-and-capacity/training/>

By engaging with either the one day face to face training course or the e-learning, you will become familiar with NHS policy context, the NHS Constitution, and waiting time standards along with:

- The concepts of models and their application in the healthcare setting;
- The difference between stochastic and deterministic modelling, and practical considerations for choosing one method over another;
- The relevance of D&C modelling within the context of clinical pathways;
- Theory of Constraints & Flows and its application to a healthcare pathway.

## APPLICATION PROCESS

One of the first things to consider before beginning your application is whether or not you are able to meet the long term commitments of the Demand and Capacity Trainer programme. The course lasts for six months with a required number of days away from your routine work most months.

Another important thing to consider when applying for the Demand and Capacity Trainer programme is the expected ongoing commitment to delivering training to cohorts of students within your local organization and the wider health economy. We expect graduates of the programme to provide training:

- within their organisation (as required) and
- more widely in the local area (up to 4 days per year)

This is, in effect, the ultimate goal of the programme and you must be prepared to deliver training and to provide support once you have graduated from the programme.

The application process is designed to ensure that applicants are selected on the basis of existing skills and experience. There is an online application form which must be completed in full, which includes a section on your reasons for applying, in which you must write a personal statement, no longer than 500 words. The personal statement will be a highly useful means for our assessors to get an accurate picture of an applicant and should be well thought out and informative.

## ORGANISATIONAL SPONSORSHIP

It is essential that applicants can ensure that they will receive the full support of their employing organisation.

As part of the application form you will be asked to confirm the agreement of both an executive level sponsor and your line manager in allowing you to participate in the programme. This support is crucial and without a guarantee of this, you will be unable to attend the Demand and Capacity Trainer programme.



## ATTENDANCE POLICY

We appreciate that work pressures can be high and unpredictable, but as a fully funded programme, we also recognise that non-attendance means we waste NHS money through committed day delegate rates and effectively deny the opportunity of development to someone who could have attended.

The Demand and Capacity Trainer programme is a joint-funded initiative between NHS Improvement and NHS England. Participants do not pay programme fees and employing organisations of participants are only expected to pay for their employee's travel, subsistence and accommodation costs where required. If the student does not complete the training the organization will need to pay £2100

Participants must attend all elements of the programme:

- Each module contains both face-to-face sessions and online classes that build on previous learning;
- Face-to-face sessions are interactive, and rely on shared wisdom for them to be most effective;
- The required learning bestows upon students the groundwork necessary for them to be able to follow the Interactive Modelling Workshop. Failure to undertake this required learning will significantly hinder your ability to participate in this section of the course.

**We therefore ask that if you cannot realistically commit to attending all elements of the programme that you do not apply.**

## ADMISSION CRITERIA

The Demand and Capacity Trainer programme is aimed at people who are curious about new approaches to existing problems and self-motivated enough to want to explore deeper into systems and processes, thereby gaining insight into their underlying mechanisms. There will be some degree of calculations involved in the programme so a basic understanding of GCSE level mathematics would be an advantage.

The requirements of candidates are illustrated below.

TRAIN THE TRAINER SELECTION CRITERIA			
Category	Criteria	Essential	Desirable
Organisational	Must be from an NHS trust provider of acute care	Yes	
Knowledge & skills	Working knowledge of Microsoft Excel	Yes	
Knowledge & skills	Written communication	Yes	
Knowledge & skills	Teaching		Yes
Experience	Modelling & planning		Yes
Functional	Must be involved in service planning directly or in a supporting role		Yes

## KEY DATES AND LOCATIONS

Students will be split into groups A and B in accordance with their indicated availability as per the application form.

Students will be split into groups 1-5 for Action Learning Sets.

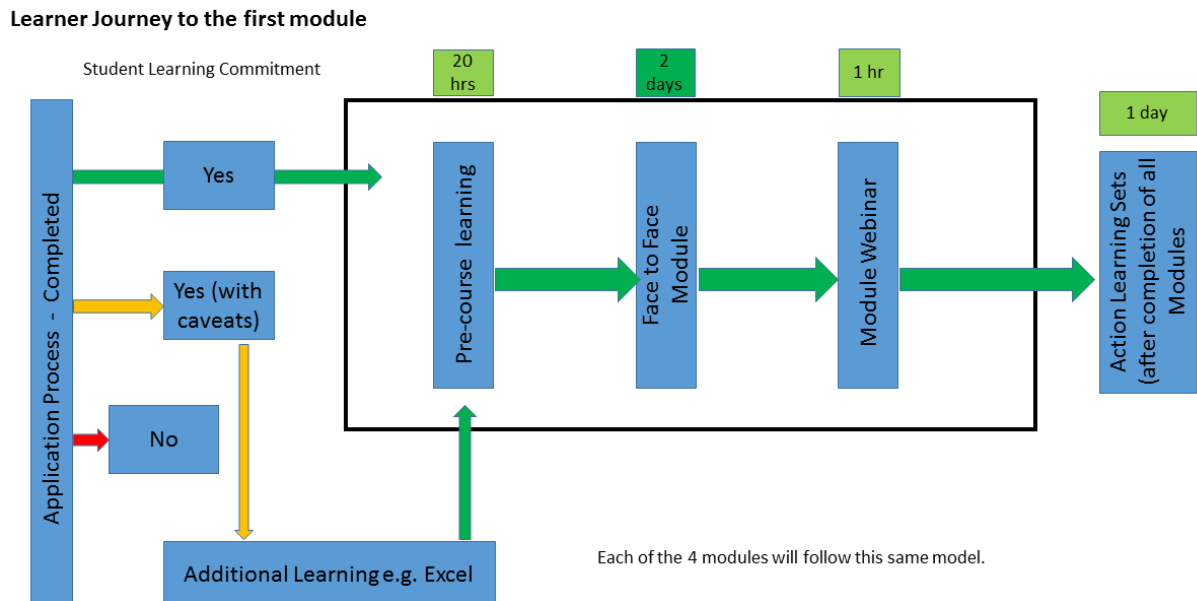
These sub-groups will be designated during the course.

### COHORT 1: LONDON

<b>MODULE 1</b>	<b>GROUP A</b>	<b>GROUP B</b>
Pre module learning	14 August – 1 September 2017	14 August – 1 September 2017
Classroom dates	5 & 6 September 2017	5 & 6 September 2017
Webinar dates	13 September 2017	14 September 2017
<b>TECHNICAL TRAINING MODULE</b>		
Pre module learning	10 – 29 September 2017	10 – 29 September 2017
Classroom dates	2 & 3 October 2017	4 & 5 October 2017
Webinar dates	11 October 2017	12 October 2017
<b>MODULE 2</b>		
Pre module learning	16 October – 3 November 2017	16 October – 3 November 2017
Classroom dates	7 & 8 November 2017	7 & 8 November 2017
Webinar dates	15 November 2017	16 November 2017
<b>MODULE 3</b>		
Pre module learning	4 – 22 December 2017	4 – 22 December 2017
Classroom dates	9 & 10 January 2018	9 & 10 January 2018
Webinar dates	17 January 2018	18 January 2018
<b>ACTION LEARNING SETS</b>		
Group 1	5 February 2018	
Group 2	6 February 2018	
Group 3	7 February 2018	
Group 4	8 February 2018	
Group 5	9 February 2018	

# LEARNER JOURNEY

Below is a graphical representation of the student’s pathway through a typical module of the Demand and Capacity Trainer Programme.



# ASSESSMENT METHODS

The Demand and Capacity Trainer programme has been set up to increase Demand and Capacity expertise locally. With this in mind, the ultimate goal of the programme is to provide the skills and training necessary for students to deliver training to others locally. In order to demonstrate this you will be required to deliver a live training event.

In order to help you deliver your own training sessions, you will have full access to the Demand and Capacity team training material, including instructions for the Dice Game, and up to date versions of the demand and capacity models based in Microsoft Excel.

The training event will need to be delivered to a minimum of 15 colleagues between the training module and the action learning set at the end of the course.

## ACCREDITATION

The Demand and Capacity Trainer programme is formally recognised by the Institute of Leadership and Management (ILM) as a Management and Leadership Development Course. NHS Improvement and NHS England have partnered with Explosive Learning Solutions, through its relationship with Premier Partnership, to design and deliver the course.

This means that the course content is tailored to meet NHS specific requirements, but is recognised by ILM as it is designed in accordance with best practice principles. Participants will therefore receive an ILM certificate on successful completion of the course and will have free studying memberships of the ILM whilst on the course.

This Trainer Programme is being delivered by Explosive Learning Solutions on behalf of NHS England and NHS Improvement.

If you would like further information or to share feedback with us, please contact us at [info@explosivelearningsolutions.com](mailto:info@explosivelearningsolutions.com)