

Milestones Programmes
Scottish Conference 2007
The Learning & Work Agenda

October 2007

www.ihm.org.uk

www.mhscmilestones.org.uk



Institute of
Healthcare
Management

Our timetable for this session

- 3.30 Welcome and a short introduction to IHM and learning
- 3.35 A resume of the programmes and how they work
- 3.55 What are the key development issues for you and how can these programmes assist you – small group work!
- 4.15 – Q&A & possible next steps, action points for your learning log, contacts and thanks!

Learning as core business for IHM

- Why is learning important for IHM?
 - Essential for the organisation to prove its credentials as a professional body with acceptable and demonstrable “educational standards” that members are expected to achieve at each stage of membership.
 - As a demonstration to non members in health and social care of the importance of learning for the service and the profession.

Members and learners?

- Members and non members learn with IHM.
- Increasingly our learners are becoming members, this is one avenue of growth!
- Members always receive beneficial discounts on learning!

Frameworks

- The creation of frameworks
 - Each with a range of integrated products and programmes.
 - Each with the potential to expand in response to members and market needs
 - Each with explicit mapping to NOS, NHSKSF Dimensions and relevant standards.
 - Each with learning outcomes, hours of study and soon to be CPD mapped.

Learning into practice

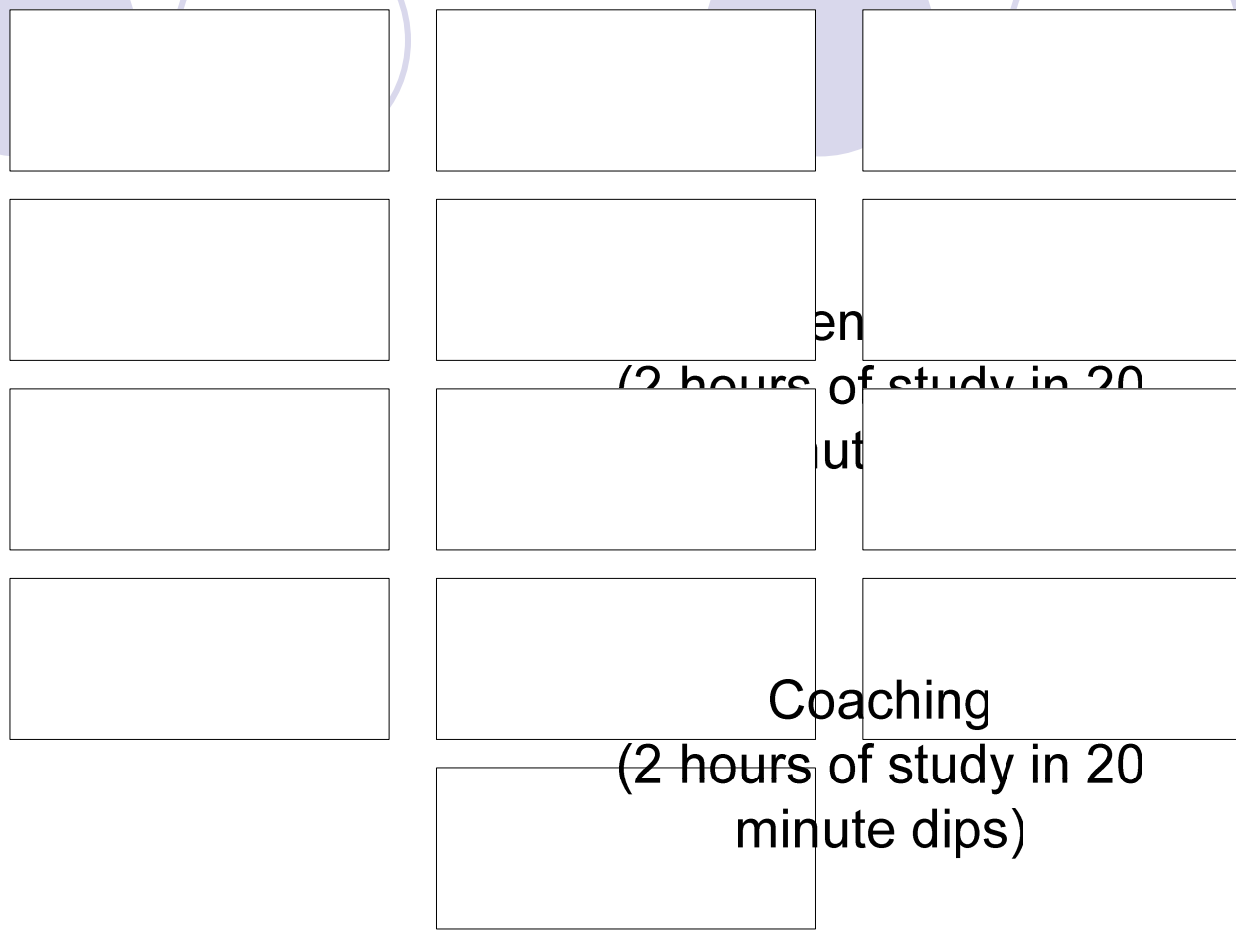
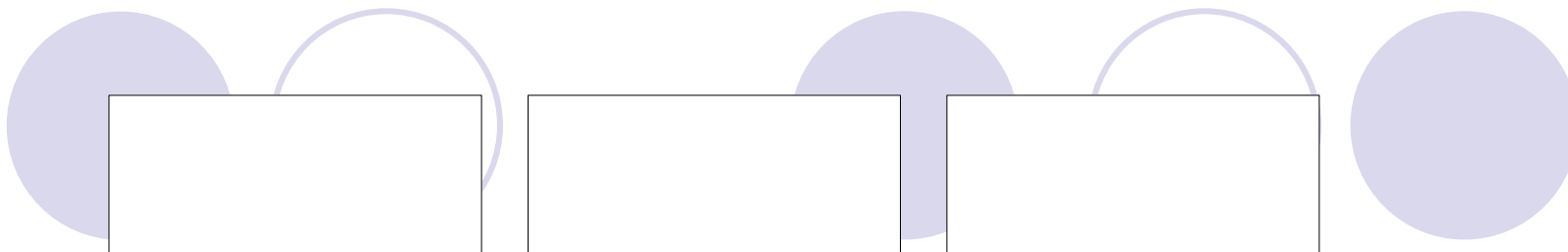
- Management theory is drawn from best management practice.
- Management education should focus on the improving practice of managers.
- Managers are the route to service improvement, development and delivery.
- Patients and service users are the source of service improvement, development and delivery.



MHSC Elements

MHSC Elements

- The MHSC e learning toolkit which supports managers in practice and offer additional learning resources to managers on courses and to IHM Members.
- The Elements:
 - Managing Change
 - Managing Conflict
 - Mentoring
 - Coaching
 - Planning for Recruitment.
 - Personal Effectiveness Toolkit
 - Supervision
 - Appraisal
 - Procurement & Commissioning
 - Project Management
 - Managing meetings and Presentation skills (2007)
- Access them on the website www.ihm.org.uk click on the professional development and learning then the Elements programme tab.
- From September 2007 IHM are offering Certification of use of elements for individual managers. This completion certificate gives the managers details, the element which has been worked on, the duration and amount of time spent by the manager, the learning outcomes and the mapping. The cost for this service is £30 per person per element and £15 for members.
- From January Elements will be hosted in a different environment with additional capabilities and more programmes which will grow over the year unfortunately that will mean that IHM will begin to charge for these programmes. £60 for non members and £30 for members. Corporate packages are also available.



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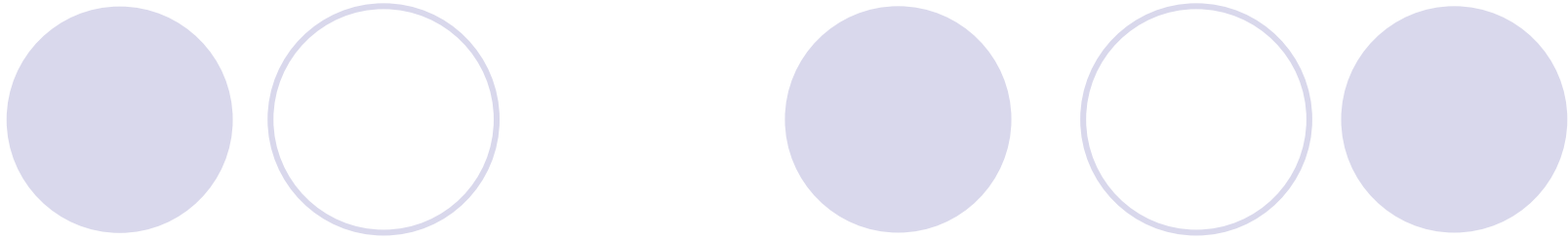
Coaching
(2 hours of study in 20
minute dips)

Personal effective
(5 hours of s
minute

Planning for r
(2 hours of s
minute

MHSC Elements
Managing appraisals
(3 hours of study in 20
minute dips)

Project man
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minute



MHSC Milestones

Milestones

- Milestones are sub modules of learning accredited by the Open University.
- They have been developed to provide easy access to accredited learning for all managers and those who use management skills and techniques and are available for individual managers or through approved centres.
- They are “bite sized” (50 hours of study for 5 M level CATS points)
- They are accessible through a dedicated web portal and will be available from early 2007. www.mhscmilestones.org.uk
- Milestones cost £200 each for non members and £150 each for IHM Members. (£100 for approved centres)
- The Milestones framework will be available for other developers to increase the range and diversity of milestones availability.
- Centre approval documentation is now available.

The range of milestones

- Managing services
 - Managing service delivery
 - Managing service quality
 - The patient and service users voice (2007)
- Managing finance
 - Budgeting (2007)
 - Costing (2007)
- Managing your enterprise
 - Role of the enterprise manager
 - Organisational business structures and models(2007)
 - Managing organisational change and development (2007)
- Managing information
 - Making information work for you
 - Organisational structure and information flow
 - Managing information (2007)

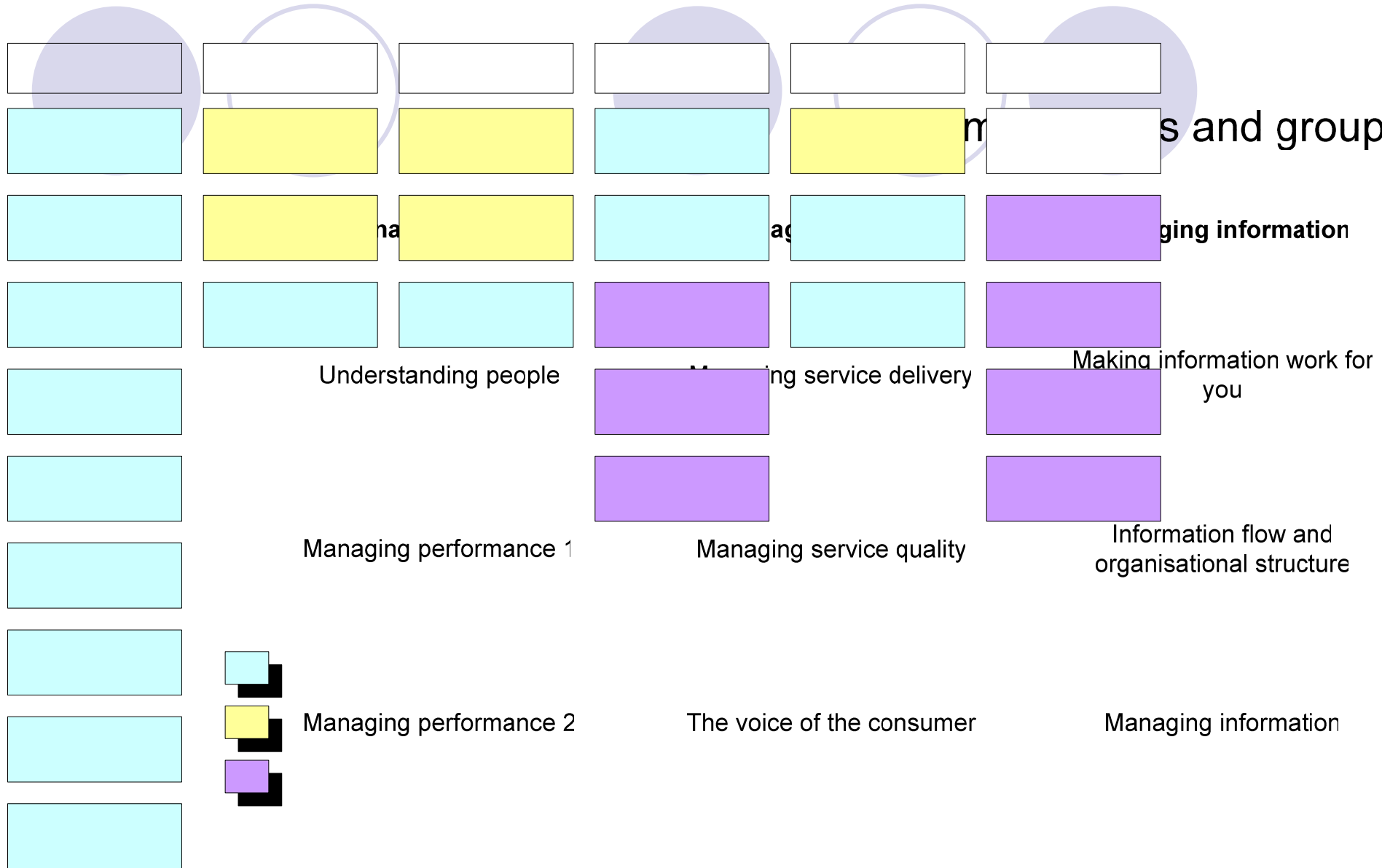
Further Milestones and Module updates

- **Managing people**

- Understanding People
- Managing Performance 1
- Managing Performance 2
- Choosing Your Team and Managing Conflict
- Managing Teams
- Managing Change
- Frameworks for developing a learning organisation
- What is effectiveness?
- Developing Individual Effectiveness

Further Milestones and Module updates

- The “Business and service planning” open learning module of the materials will be updated later this year and will develop from an existing 3 books to 5.
- These books will also be made available as Milestones
 - Context and Strategy (new book)
 - Environment and Envisioning (updated and expanded)
 - The Political Context (new book)
 - Managing in a Competitive Environment (new book)
 - Resources and Planning (updated and expanded)
- Scoping and mapping around Managing information is the next module for updating
- Proposed work with the EfM Reference Group on “The Intelligent Client”



Ideas for new Milestones come from practice, from sessions at conference, workshops and promotional events, attendance at seminars and other peoples conferences, from members and from regional consultants. In future all aspects of IHM will be able to channel ideas for developments into the business.

Managing Health and Social Care Milestones: Summaries

Organisational Structures and the Flow of Information

Milestone level:	M7 (England, Wales and Northern Ireland) 11 (Scotland)
Academic credit rating:	5 M-level credits
Length:	6 weeks (50 hours of study)
Contact:	John Shanks (j.shanks@ihm.org.uk)

Introduction

This Milestone focuses on one of the key determinants of whether, and how, information is circulated into, out of and around an organisation – i.e. its structure (both formal and informal). Structures shape who works with whom, who talks to whom and what reporting and communication responsibilities people have. However, most organisations of more than a few dozen people are complicated creations and may take a considerable amount of understanding and 'getting to know'. Different people working within the same organisation often have quite different ideas about it. Moreover, organisations in the same line of business often differ markedly from each other, even when they are equally successful.

For most managers, the basic nature of their organisation is fixed. Most of the time they have to live with their organisation as it is, managing as best they can within the constraints that are imposed on their behaviour, while making the most of the opportunities on offer. Once people are able to appreciate how the structure of work shapes their organisation and how it compares with possible alternatives, they are better equipped to alter and improve the structure within their area of work. This will help them to deliver services more effectively and to move towards greater cross-boundary information-sharing. The focus of this Milestone is on analysing how the structures within which people work can either help or hinder them in the effective management and delivery of the services for which they are responsible.

Milestone aims

- To introduce the language used in the analysis of organisational structures and systems.
- To consider alternative approaches to the development of structures and to examine the impact of recent advances in information and communications technology on these models.
- To explore different structural solutions to organisational problems.

- To analyse the structures that are required to co-ordinate the core tasks within a specific area of work, and to explore opportunities for improvement.

Learning outcomes

On completion of this Milestone, you will be able to:

- understand the language used in the analysis of structures and systems and recognise the impact of relationships on structures;
- propose alternative solutions to structural and/or system problems;
- appreciate individual resistance to change and uncertainty;
- identify the core tasks that are the rationale for your area of work; and
- analyse how you can improve the co-ordination and flow of information in your area of work through a consideration of: the culture and climate in which you work; the extent of fit between the core tasks and the organisational structure; and your own management style.

Indicative content

This milestone comprises three sessions:

- What Is Structure?
- Structural Solutions to Informational Problems.
- The Flow of Work and Information.

The What Is Structure? session focuses on a formal definition of the terms 'structure' and 'systems'. It considers the impact of relationships on organisational structures.

The Structural Solutions to Informational Problems session discusses the advantages and disadvantages of different types of organisational structures, for example hierarchical models, the functional chimney model, the outcome-led structure and the matrix model. The session also considers the application of these models to the learner's own area of work (to

Managing Health and Social Care Milestones: Summaries

Making Information Work For You

Milestone level:	M7 (England, Wales and Northern Ireland) 11 (Scotland)
Academic credit rating:	5 M-level credits
Length:	6 weeks (50 hours of study)
Contact:	John Shanks (j.shanks@ihm.org.uk)

Introduction

In today's NHS and social care organisations, managers need an in-depth knowledge of the fundamental processes of information management – gathering and analysing information, decision-making, and developing and implementing strategies for introducing information systems into the workplace. In every service setting managers will need to:

- find sources of reliable information;
- extract meaningful information from raw data; and
- organise and present information effectively.

In terms of freedom of information, data protection and the sophistication of information technologies and investments, some national drivers make information retrieval and its appropriate use of central importance for accountability to service users and carers, and for ascertaining what is being achieved in terms of care outcomes and organisational performance.

Milestone aims

- To highlight the importance of developing an organisational strategy for reviewing and planning the use of information sources.
- To explore the use of databases for storing, organising and transferring data.
- To introduce data analysis for the purposes of planning, forecasting and decision-making.
- To explore key issues arising from the implementation of the national information strategies for health and social care.
- To look at the implementation of a new information system at a local level – from both a technical and a training and support perspective.

Learning outcomes

On completion of this Milestone, you will be able to:

- explain the need for an information strategy and review and plan your use of human, textual and electronic sources of information;

- describe and use different features and facilities of databases and assess their usefulness when preparing management information;
- employ numerical analysis for turning data into information;
- analyse the national information strategies in relation to your own area of work; and
- develop a strategy for implementing a new information system in your place of work.

Indicative content

This milestone comprises five sessions:

- Developing Good Sources of Information.
- Organising Information.
- Finding Meaning In Data.
- Corporate to Local Strategy.
- Implementation and Beyond.

The Developing Good Sources of Information session explores the need for a strategy for developing and managing information sources. It focuses on different sources of information – human, textual and electronic – and introduces research techniques for generating new information.

The Organising Information session focuses on the use of databases for storing, manipulating and presenting data.

The Finding Meaning In Data session explores techniques for organising and analysing data to present patterns, cause-and-effect relationships, trends and so on. The session focuses on two types of numerical data analysis: one to support planning (forecasting) and the other to support decision-making (statistical process control).

The Corporate to Local Strategy session considers how changes in the organisational climate, new pressures on health and social care organisations and technological developments have made a strategic approach to information essential. The session

Managing Health and Social Care Milestones: Summaries

Managing Service Delivery

Milestone level:	M/7 (England, Wales and Northern Ireland) 11 (Scotland)
Academic credit rating:	5 M-level credits
Length:	6 weeks (50 hours of study)
Contact:	John Shanks (j.shanks@ihm.org.uk)

Introduction

Service delivery takes place every time someone telephones their local council and requests information about support services for older people, or whenever someone receives an assessment, or an occupational therapist arranges for grab rails to be installed in their bathroom, or a nurse changes their dressing. A service is the provision of advice, information, diagnosis, treatment or support of any kind. There is a view, held by some, that managers are not needed in this process, that they represent an unnecessary tier of bureaucracy and therefore waste – ‘better to spend the money on front-line staff’. There is also the problem of a lack of consistency in practice – not just of good and bad practice in different areas, but also of a ‘postcode lottery’ in the availability of services – and a lack of information about what is available. Government policy bears directly on the expectations that society has of its services, directly impinging on service managers.

Managers in the public sector work within an explicit, politically driven framework of legislation and policy. Their role is to ensure the accessibility and appropriateness of services, and also to ensure that those services are delivered as efficiently and effectively as possible, to the people who need them most. The managerial role is a very public activity, with a variety of stakeholders and government agencies monitoring and comparing practice.

Milestone aims

- To identify the key political drivers that shape both the work of service managers in health and social care and the expectations that people bring to the service.
- To present the main issues arising from national policies.
- To look at process design improvement as a model for increasing the efficiency and effectiveness of service delivery systems.

- To examine specific techniques for increasing capacity and efficiency.
- To analyse the process management issues influencing effective working across management and organisational boundaries, including the need for a clear specification of service to improve joint working.

Learning outcomes

On completion of this Milestone, you will be able to:

- describe and analyse the impact of specific policies, performance measures and service standards that are relevant to your service area;
- critically evaluate the efficiency, effectiveness and value base of your work;
- set up systems to review the efficiency, quality and equality of services in a changing environment; and
- develop your role in relation to health and social care processes and cross-boundary working.

Indicative content

This Milestone comprises three sessions:

- Outcomes and Performance.
- Managing Processes.
- Managing and Co-ordinating Systems.

The Outcomes and Performance session examines the national policy initiatives that provide a framework within which service managers are required to review the purposes of their service provision and improve its outcomes. It also considers the core concepts that underpin the practice of health and social care management, particularly in relation to efficiency, effectiveness and management control. Finally, the session looks at the techniques used for obtaining feedback and improving outcomes through user and patient involvement and empowerment.

Managing Health and Social Care Milestones: Summaries

Managing Service Quality

Milestone level:	M/7 (England, Wales and Northern Ireland) 11 (Scotland)
Academic credit rating:	5 M-level credits
Length:	6 weeks (50 hours of study)
Contact:	John Shanks (j.shanks@ihm.org.uk)

Introduction

Health and social care is not just about making the right decisions concerning people's care. Patients, service users and carers are all often worried, anxious, stressed and frightened, and these feelings are exacerbated by long waits, insufficient information, insensitivity to their needs and poor facilities. Under normal circumstances, people might be able to cope with a long wait in a supermarket, the showers not working in a sports centre, or a patronising bank manager – all examples of poor quality in other service organisations. Patients and service users, however, may not be so resilient, and their experiences – good or bad – can remain with them for the rest of their lives. An important part of the role of health and social care managers is, therefore, to improve the quality of those experiences.

In recent years, many government publications have stressed the importance of quality in health and social care, for example:

- *A First Class Service: Quality in the new NHS* addressed a range of quality issues, including clinical governance and evidence-based practice.
- *The Modernising Social Services* White Paper also focused on quality in social care.
- The ‘Quality Protects’ programme addressed quality in children's services.
- *The Modern Local Government* White Paper introduced the concept of ‘best value’.
- *The NHS Plan* has a great deal to say about quality in the health service.

Milestone aims

- To define quality in the context of the health and social care agenda, and to examine the relationship between quality and equity and cost.
- To explore, through modelling, techniques for the analysis and improvement of service quality.
- To examine the process of developing, monitoring and evaluating quality standards.

- To explore the core concepts of quality management.
- To analyse clinical governance and the Excellence Model as approaches to systematic quality management.

Learning outcomes

On completion of this Milestone, you will be able to:

- define quality and describe its significance for health and social care – both in general and in your area of activity in particular – in the context of quality, equity and cost;
- apply Parasuraman's gap analysis model in order to identify root causes of poor quality services;
- develop service standards for your area of activity and identify processes for monitoring and evaluating service quality; and
- use core concepts of quality management, the principles of clinical governance and/or the Excellence Model to carry out self-assessment of your area of work.

Indicative content

This milestone comprises three sessions:

- Quality in Services.
- Setting and Measuring Standards.
- Quality Management.

The Quality in Services session considers the definition and importance of quality in the context of health and social care service provision. It examines the different dimensions of quality – from the perspective of service users, service providers, commissioners and the general public. Finally, it explores the relationship between perception and expectation.

The Setting and Measuring Standards session defines the role of standards in service quality and introduces a framework for implementing quality standards. It considers the process of developing standards and associated monitoring procedures.

Typical project areas

- Improving the quality of the videofluoroscopy service to service users
- Review the quality of the protected time programme and make recommendations to ensure effective delivery of appropriate training to meet the needs of G.P. Practices
- To review current quality procedures in the SVQ centre for care and identify requirements in line with City & Guilds and quality issues and recommended improvements.
- Re-provision of the sterile fluids manufacturing unit
- Development of the Cancer Services User Group
- The development of base line information to support a draft service plan
- Gaining stakeholder support for the funding of new physiotherapy treatment devices
- Implementation of personal development review process

More project titles

- Managing heart failure patients across primary & secondary care interface – a challenge
- Maximising theatre efficiency within the identified operative sessions
- Developing, piloting and evaluating a referral screening system
- A review of heart failure services – do they meet national standards and how can they be improved for the future?
- Developing the nursing team
- An assessment of the approaches to user involvement in the women's' & children's care group and the introduction of appropriate methods such as a user forum within a selected area
- A baseline assessment of clinical governance in the primary care directly managed services of the PCT
- Intravenous antibiotic therapy at home – an action learning study
- Implementing the patient journey
- The management of a project team, in the assessment of the Speech & Language Therapy requirement to Critical Care Services
- The impact of change on the coronary care team
- A collaborative project to create information videos on breast screening for women from South Asian and Chinese communities

Your projects and objectives!

- In your groups identify some key areas for development that you or your organisation are required to undertake:
 - These may consist of many components and opportunities
 - They will all need sound information systems to ensure that the needs are clearly identified.
 - They will need sound feedback to analyse what benefit is being derived from your project.
 - They will all need clear stakeholder involvement, commitment and consultation.
 - They will need the best of service design and quality standards.
- How will you be managing all of this?

The offer from IHM

- In your groups consider the opportunity:
 - Milestones & Elements programmes offer you to support and develop your work objectives.
 - Milestones offer each individual to expand formal work-based learning by enhancing expertise in discrete areas
 - To improve the prospect of success in the projects identified.
 - To offer you or your managers OU Masters level credits linked to the NHS KSF Dimensions and levels and the Scottish LQF as part of an individuals CPD.



Contact details

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