

# Management Development Programmes



**Becoming an MCHFT Manager  
and  
Managers Moving On  
2012 - 2013**

# WELCOME...

Welcome to Mid Cheshire Hospital NHS Foundation Trust's **Management and Leadership Development Programmes**.

There are two levels of the programmes:

- **Becoming an MCHFT Manager** (for Bands 5 and 6); and
- **Managers Moving On** (for Bands 7 and 8a).

The year-long programme includes one full day taught session each month and uses expert facilitators from around the Trust.

The topics on the programme have been included to support staff in gaining an understanding of management roles and responsibilities as well as processes and procedures. The programme will also help staff in understanding and developing their leadership capabilities and help to give a more strategic view of the organisation.

Alongside the taught sessions, participants are expected to complete a workplace action and maintain a diary of learning activities throughout the year in a professional portfolio.

Each participant is also assigned to an Action Learning Set. Some sets take place during the monthly taught sessions but additional meetings also need to be arranged.

The programme is ILM (Institute of Leadership and Management) recognised and gives academic credits towards a unit of a Masters Degree at Manchester Metropolitan University (MMU).

On the last session of the programme, participants will be expected to give a presentation of their learning to their group and to the Trust's Executives and Senior Managers.

The programme is about Talent Management and the retention and development of our key people.

This booklet is designed to give an insight into the range of topics covered during the programme.

We hope you enjoy the programme.

*Lisa*

Lisa Gresty  
Head of Organisational  
Development and Learning

*Rachael*

Rachael Hooker  
Assistant Leadership and Management  
Development Manager

**Name:** Lisa Gresty  
**Role:** Head of Organisational Development and Learning



I have been at the Trust since 2003 and am responsible for Learning and Development, Communications and Marketing, and Organisational Development. My role includes the design and delivery of Leadership Programmes, Celebration of Achievement, Investors in People, and Coaching.

**Session:** Appreciative Inquiry (AI)  
**Duration:** 1 hour

**Aim of Session:**  
To experience using Appreciative Inquiry techniques and processes

- Content:**
- What is Appreciative Inquiry?
  - Four D Model
  - Seven Influencing Skills

**Outcomes:**  
As a result of this session you should...

- Have the tools and techniques of AI

**Session:** Change Management  
(Psychology of Change)  
**Duration:** 2 - 3 hours

**Aim of Session:**  
To help you move through change processes with the minimum amount of difficulty and conflict

- Content:**
- Purposeful organisation
  - Change process
  - Behaviours during change
  - Change Curve

**Outcomes:**  
As a result of this session you should...

- Be more aware of change processes and tools

**Session:** MBTI (Myers Briggs Type Indicator)  
**Duration:** 2.5 - 3 hours

**Aim of Session:**  
To help increase your self awareness and look at how that impacts on the people around you

- Content:**
- What is a 'preference'
  - Extraversion and Introversion
  - Sensing and Intuition
  - Thinking and Feeling
  - Judging and Perceiving
  - Valuing Differences

**Outcomes:**  
As a result of this session you should...

- Know your four letter preference and what it means
- Have a better understanding of how your team works
- Be able to use your preferences flexibly
- Understand why conflict can arise

**Outcomes (continued):**

- Feel more equipped to deal with challenges during change
- Know where further development may be required
- Able to support your team more effectively as they go through change

**Session:** Introduction to NLP

**Duration:** 3 hours

**Aim of Session:**

To help you communicate at your best, increase your self belief and look at how you can change your mental models

**Content:**

- Benefits of NLP
- NLP Pre-suppositions
- Emotional Brain
- Delete, Distort and Generalise
- Modelling
- Mirroring

**Outcomes:**

As a result of this session you should...

- Have the tools to change negative beliefs into positive ones
- Create rapport with others
- Understand why communication sometimes goes wrong

**Session:** Team Health Check

**Duration:** 1.5 - 2 hours

**Aim of Session:**

To help determine how your team is doing

**Content:**

- Trust
- Team Orientation
- Communication
- Conflict
- Process
- Alignment
- Innovation

**Outcomes:**

As a result of this session you should...

- Have an understanding of how your team is performing

**Session:** Emotional Intelligence

**Duration:** 1 - 1.5 hours

**Aim of Session:**

To help recognise our own feelings and those of others for motivating ourselves, for managing emotions well in ourselves and in our relationships

**Content:**

- What is EI?
- Why EI matters
- Self Awareness
- Self Motivations and Regulation
- 15 domains of EI

**Outcomes:**

As a result of this session you should...

- Have greater self awareness
- Know your EI Profile Score
- Understand your own impact on others

**Session:** Coaching Skills for Managers

**Duration:** Full Day

**Aim of Session:**

To use coaching skills to help individuals and teams perform at their best

**Content:**

- What is coaching?
- KOLB Learning Cycle
- Listening and Questions
- Feedback Model
- GROW Model

**Outcomes:**

As a result of this session you should...

- Have an understanding of coaching skills
- Be able to apply new skills and techniques in the work environment

**Session:** Dealing with Difficult Behaviours

**Duration:** 2 - 3 hours

**Aim of Session:**

To look at the ways we may need to manage difficult people

**Content:**

- Impact of disruptive behaviour
- Clear management standards
- Bystanders, Actors, Enablers and Collaborators
- Giving Feedback
- Conflict Styles
- Trust Support Mechanisms

**Outcomes:**

As a result of this session you should...

- Be able to give feedback
- Know what your conflict style is
- Feel confident when dealing with difficult behaviours

**Session:** Delivering Effective Appraisals

**Duration:** 1.5 hours

**Aim of Session:**

To help you deliver an effective and worthwhile appraisal

**Content:**

- NHS Knowledge and Skills Framework (KSF)
- Purpose of appraisals
- Personal Development Plans (PDPs)
- Responsibilities

**Outcomes:**

As a result of this session you should...

- Know the difference between a good and bad quality appraisal
- Be able to complete an appraisal effectively
- Use appraisal to set direction, give feedback and understand how to improve performance

**Session:** Resilience and Self Care

**Duration:** Half Day - Full Day

**Aim of Session:**

To improve your wellbeing and support staff who work in pressurised roles and environments

**Content:**

- What is resilience?
- Psychological Wellbeing
- Pressure-performance Curve
- Creating a positive organisational context
- Creating and managing positive pressures
- Coping with negative pressure

**Outcomes:**

As a result of this session you should...

- Develop the tools and techniques learnt to improve personal resilience
- Be aware of signs of pressure in yourself and others and how to help manage it

**Name:** Rachael Hooker  
**Role:** Assistant Leadership and Management Development Manager



I have been at the Trust since 2010. My role includes administration and facilitation on Leadership Programmes, Staff Survey, You Said We Did, Celebration of Achievement, Investors in People and Mentoring.

**Session:** Presentation Skills  
**Duration:** 2 - 2.5 hours

**Aim of Session:**  
To help you plan, prepare and present confidently to an audience

- Content:**
- Learning Cycle
  - Preparation of presentation content
  - Formats
  - Building Rapport
  - Body Language

- Outcomes:**  
As a result of this session you should...
- Feel able to prepare a presentation to meet the needs of varying situations from interview presentations to teaching

**Session:** Engagement, Recognition and Reward  
**Duration:** 1.5 hours

**Aim of Session:**  
To understand the value of engaging staff for them, the organisation and our patients

- Content:**
- Engagement
  - Feedback
  - Recognising teams / others

- Outcomes:**  
As a result of this session you should...
- Know the value of engaging staff
  - How to recognise and reward those around us
  - Understand what motivates different people

**Notes:**

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**Name:** Tracy Bullock  
**Role:** Chief Executive



I have worked at MCHFT since October 2006 when I was appointed as the Director of Nursing. I then subsequently took on the additional portfolios of Operations, Chief Operating Officer and Deputy Chief Executive Officer. In October 2010, I was appointed to the role of Chief Executive Officer where I have full accountability for the delivery of safe and effective healthcare within a determined financial budget.

I provide leadership to the organisation and ensure a clear vision and strategy is in place and is being implemented.

**Session:** Leadership  
**Duration:** 3 hours

**Aim of Session:**

To challenge your assumptions around leadership roles and development, and to provide hints and tips that have worked for me

**Content:**

- Leadership - Followership
- Strategy and Strategic direction and views
- Team Roles
- Role Models
- Leading in difficult times

**Outcomes:**

As a result of this session you should...

- Understand the different types of leadership roles and which in particular inspires you
- Be more self aware - understand your impact on individuals and why some individuals and situations make you feel the way they do
- What is best for your situation and team
- Understand what strategy is and how it should be developed
- Take away some tools and techniques that may help you in times of difficulty

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**Name:** John Moran  
**Role:** Chairman



I have been with the Trust for four years as Chairman, joining shortly after we received our Foundation Trust accreditation. My background is in finance and venture capital, and before I retired from RBS I was Corporate Director for Merseyside and, prior to that, Corporate Director for NatWest in Manchester. I have chaired many board and committee meetings across the private and public sector.

**Session:** Meetings Management and Chairing Meetings

**Duration:** 1 hour

**Aim of Session:**

To help you plan, prepare and participate confidently in meetings

**Content:**

- Why we have meetings
- The role of the Chair
- Listening intently
- Action points and summation
- The importance of good minutes

**Outcomes:**

As a result of this session you should...

- Be able to chair a meeting
- Feel confident that you have been able to facilitate a discussion that had lead to decisions that move the business or project forward
- Feel confident in recording actions or taking minutes during meetings

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**Name:** Denise Frodsham  
**Role:** Chief Operating Officer



I have been in the Trust for 9 years and am responsible for operational delivery and strategic development of the Trust. My role includes overseeing the day-to-day operations of the Trust through the four clinical and one non-clinical division, developing and implementing the Trust's Clinical Service Strategy and working with Clinical Commissioning Groups to negotiate and monitor the contract. I am also responsible for the delivery of the Trust's performance in relation to external standards and targets. These are presented monthly through the Trust's Board of Directors and reviewed monthly with each Divisional General Manager and their team within the Strategic Review Groups.

**Session:** Business Development

**Duration:** 1.5 hours

**Aim of Session:**

To help you understand the Trust strategic plans and our progress against them, and to prepare and present papers which details Divisional ideas for service developments

**Content:**

- Trust Strategy and progress to date
- Clinical Service Strategy and progress to date
- Project Updates
- Service Development Planning

**Outcomes:**

As a result of this session you should...

- Feel able to cascade to colleagues the Trust's strategy and progress on its key projects being undertaken
- Understand and apply robust methodology in assessing options in relation to service development
- Prepare papers to detail ideas and plans for service / business developments

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**Name:** Rhoneen Schoneville  
**Role:** Service Development Manager

Rhoneen joined the Trust in 1985 where she trained as a nurse. She has a Theatre Nursing background of 16 years, where her main areas as a Theatre Sister were Urology and ENT. She moved into a service improvement role in 2001 and is responsible for leading service transformation programmes that contribute to the ongoing development of the Trust's programme of service improvement and innovation. This is done through developing and sustaining continuous improvement, and by doing so ensures staff have the opportunities, skills and knowledge to design, deliver and evaluate continuous service improvement.



**Name:** Kay Brown  
**Role:** Assistant Service Development Manager

Kay joined the Trust in 2005 having gained experience in systems redesign and project management as a member of the banking industry. She is responsible for supporting transformation programmes and contributes towards the development of the staff with the Trust, working across diverse teams, inspiring development by enabling learning, establishing new and innovative ways of working and promoting consistent good practice, achieving a quality service through the development and best use of teams.



**Session:** Service Development  
**Duration:** Half Day

**Aim of Session:**

To share and generate an understanding of what the Service Development Team do, and introduce some of the tools and techniques they use

**Content:**

- Additions to the agenda - what do the group want from the session
- Provide an overview of the organisational structure
- Introduction
- Who's who in the team
- What is the history
- Tools and techniques
- Thinking differently

**Outcomes:**

As a result of this session you should...

- Have a greater understanding of Service Development and the models, tools and techniques used to deliver change

**Name:** Joanne Falkland  
**Role:** Patient Safety Lead



I have worked in the Trust for 17 years in a variety of roles, and have been in a risk management role for the past six years. I am responsible for ensuring that there are systems in place to ensure the safety of patients - this includes incident reporting processes, related policies, mortality, serious case reviews and liaising with external bodies such as the NPSA.

**Session:** Serious Incident Review and Integrated Governance Overview  
**Duration:** 2.5 - 4 hours

**Aim of Session:**

To give an insight into the Integrated Governance Department and the workstreams within it (ie, Health and Safety, Governance). The session also aims to enable you to analyse a serious incident

**Content:**

- Overview of the Integrated Governance Team
- Insight into the Health and Safety function (H&S Lead)
- Insight into the Governance function (Governance Lead)
- Group work analysing a real life incident

**Outcomes:**

As a result of this session you should...

- Have an understanding of Integrated Governance
- Have an understanding of the Health and Safety function
- Have an understanding of the Governance function
- Be confident in being part of a team to analyse a serious incident

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**Name:** Susan Hossent  
**Role:** Recruitment Manager



I have worked in Human Resources for longer than I care to remember, and as a resourcing specialist for over six years, three of which I've spent at MCHFT. Amongst other things, I manage the Recruitment Team and lead on senior recruitment campaigns.

**Session:** Recruitment and Selection  
**Duration:** 3 hours

**Aim of Session:**

To raise and maintain high standards of recruitment and selection, and to contribute towards getting the best possible people. The session also aims to assist you in enhancing the employer brand, and understand good, safety practice within the Trust, the NHS and wider

**Content:**

- Recruitment team
- Service level agreement
- Recruitment process
- Employment law
- Shortlisting
- Interview and assessment
- Pre-employment checks
- Induction

**Outcomes:**

As a result of this session you should...

- Be fluent with internal processes
- Be able to write an effective advert
- Be able to design and execute a safe and effective selection process
- Be confident in making good decisions

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**Name:** Kara Lawrence  
**Role:** Divisional General Manager



I joined the Trust in 2011 and am responsible for the Emergency Care Division. Prior to this role I worked at the University Hospital of North Staffordshire for 25 years in various roles.

As a key leader in the organisation, my DGM role is varied but includes all the operational and strategic management of the division.

**Session:** The Role of a DGM  
**Duration:** 1.5 hours

**Aim of Session:**

To be able to recognise the varying role of a DGM, the challenges a division faces and how everyone plays a part in the success of the division and organisation

**Content:**

- What is a DGM?
- What is the role of a DGM?
- What does a DGM get involved in?
- What challenges are there in a division?

**Outcomes:**

As a result of this session you should...

- Understand the role of the DGM
- Be confident in determining how your role plays a crucial part in delivering the challenges faced by a division.

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**Name:** Melissa Steele  
**Role:** Acting Trust Secretary



I joined the Trust in September 2008, taking up the Acting Trust Secretary post in 2010. My main role is to provide support and information to the Board of Directors, Council of Governors and Membership of the Trust.

**Session:** Board and Governance Arrangements  
**Duration:** 1 hour

**Aim of Session:**

To provide information on the Board of Directors and the governance arrangements in place

**Content:**

- The Board of Directors
- The Council of Governors
- Members
- MCHFT Constitution
- NHS Constitution
- Relevant governing legislation and governance arrangements
- Committee Structure

**Outcomes:**

As a result of this session you should...

- Have a greater understanding and knowledge base of the Board, Council of Governors and governance arrangements in place

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**Name:** James Baker  
**Role:** Divisional Human Resources Manager



I have been in the Trust for three years and am responsible for workforce planning, employee engagement and Human Resource Management across two Divisions. During my time at the Trust I have worked across most of the Divisions and have also been involved in Health and Wellbeing, Coaching, Investors in People and employee resilience.

**Session:** Managing Conduct and Capability

**Duration:** 3 hours

**Aim of Session:**

To provide managers with the tools and thought processes to manage conduct and capability informally and formally

**Content:**

- The difference between conduct and capability and the process that should be followed to manage each
- The disciplinary process including documentation, representation, disciplinary hearings and possible sanctions including dismissal
- Impact on leadership and organisational culture
- The informal and formal stages of these processes and the significant impact that informal management can have on improving conduct and capability

**Outcomes:**

As a result of this session you should...

- Feel able to informally tackle poor conduct or capability amongst the staff you employ and help resolve this at the lowest level possible
- Understand the formal processes you much follow when such situations escalate

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**Name:** Sue Pickup  
**Role:** Patient Experience Manager



I have been in this role since 2007 and manage the Patient Experience Team which covers the Customer Care Team, Voluntary Services, Patient and Public Involvement, Patient Information, Legal Services and Chaplaincy and Bereavement. I am also the lead for the National Patient Survey programme and co-ordinate the Trust's involvement and conduct discovery interviews to gather "patient stories" to be reported to the Trust Board.

**Session:** Patient Experience  
**Duration:** 45 minutes

**Aim of Session:**

To identify the key themes arising from results of National Patient Surveys, to learn how patient stories are shared at Board and Ward levels, and to discover the developments made in methods of patient engagement and the role of Patient Representatives and Governors.

**Content:**

- Results and actions arising from National Patient Surveys
- The aim of introducing patient stories
- The Friends and Family Test
- Information on Healthwatch

**Outcomes:**

As a result of this session you should...

- Understand how National Patient Surveys link in to service improvement
- Have an overview of themes arising from patient stories
- Have an insight into developments of gathering patient feedback

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**Name:** Vicky Towers  
**Role:** Patient and Public Involvement Manager



I have been in the Trust in 2006 and I am the lead on patient and public involvement. My role includes co-ordinating the Trust's local patient satisfaction surveys and engaging with patients and the local community.

**Session:** Patient and Public Involvement  
**Duration:** 30 minutes

**Aim of Session:**

To have a better understanding of how we engage with patients and members of the public

**Content:**

- The importance of patient and public involvement
- Local survey process
- Different methods of involvement
- Reporting results of patient involvement

**Outcomes:**

As a result of this session you should...

- Have a better understanding of the importance of patient and public involvement
- Understand the different methods use to gain feedback from patients and members of the public to help shape and improve the services we provide

**Name:** Karen Poole                      **Role:** Customer Care Manager

Karen joined the Trust in September 2012 to manage the Customer Care Team, which covers the management of formal and informal concerns from service users.

**Session:** Managing formal and informal concerns                      **Duration:** 30 minutes

**Aim of Session:**

To gain an overview of the role of the Customer Care Team and the management of formal and informal concerns

**Content:**

- An overview of the Customer Care Team
- A discussion on challenges arising from complaints
- How to handle a complaint
- Learning from complaints

**Outcomes:**

As a result of this session you should...

- Have an understanding of the role of the Customer Care Team and the NHS complaints procedure

## Additional Sessions to be run as part of the Programmes

**Session:** A World Class Service for Everyone - Equality, Diversity and Human Rights ('Becoming an MCHFT Manager' only)

**Duration:** 3 hours

**Aim of Session:**

To ensure that staff becoming managers at the Trust have a good understanding of Equality, Diversity and Human Rights law, policy and practice

**Content:**

- The Equality Act
- The Human Rights Act
- The Trust's approach to Equality, Diversity and Human Rights
- Measuring equality performance
- Health in equalities

**Outcomes:**

As a result of this session you should...

- Be able to identify and respond appropriately to equality, diversity and human rights issues that affect you as a manager at MCHFT

**Session:** Mainstreaming Equality ('Managers Moving On' only)

**Duration:** 3 hours

**Aim of Session:**

To ensure that experienced managers at the Trust can identify and implement the actions required to drive equality improvements

**Content:**

- Review of baseline knowledge
- Measuring performance through the Equality Delivery System
- Developing, implementing and reviewing equality objectives
- Making it happen

**Outcomes:**

As a result of this session you should...

- Be able to lead others in ensuring that equality, diversity and human rights issues are addressed in service design and delivery and in employment

### Additional topics to be covered:

- Trust Communications
- XXXXX
- YYYYY
- ZZZZZZ



**For further information about the Management Development Programmes, please contact:**

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Mid Cheshire Hospitals   
NHS Foundation Trust