



Llywodraeth Cymru
Welsh Government

NHS Wales Planning Programme for Learning

Postgraduate Diploma in Healthcare Planning

COHORT 2 – DEADLINE 11 SEPTEMBER 2020

Recruitment Pack

In partnership with Cardiff Business School



August 2020

www.cardiff.ac.uk



Purpose

Planning is the foundation of the Welsh healthcare system and so there is a need for strong and robust planning skills to support NHS Wales. Unlike Finance and Human Resources (HR) colleagues, NHS planners come from a variety of backgrounds and experiences and have often not had the opportunity to study a formal planning qualification.

Consequently, Welsh Government, working with the NHS Wales' Planning Community, has created a Planning Academy which will further develop the knowledge of planners and those that plan, within the Welsh system.

It will achieve this through a variety of learning events and activities, building a community to collectively raise expertise, sharing knowledge, experience and best practice.

One of the main pillars of the Planning Academy programme is the Postgraduate Diploma in Healthcare Planning and we are looking for talented, enthusiastic employees to undertake it.

Take time to read this recruitment pack to find out more.

Academic Partner

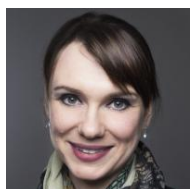
Cardiff Business School, ranked 6 in the UK in the last Research Excellence Framework, has been awarded the 5- year contract to deliver the Postgraduate Diploma for Healthcare Planning. The course began in October 2019 with the first cohort of students.

Students accepted onto the programme will study at Cardiff University, part of the prestigious Russell Group and the top University in Wales, to achieve their Healthcare Planning qualification through an 18-month programme of learning. It will be taught by an interdisciplinary team of academic experts from the Business School, School of Medicine and the School of Mathematics, to address the varied skills required within successful planning.

The programme will provide a mixture of learning sessions, practical exercises, online material and assessments over six modules all led by an expert academic delivery team. These modules will seek to develop the necessary skills to undertake sustainable integrated planning that will support the new ways of working required by the Wellbeing and Future Generations (Wales) Act 2015, and the new environment outlined in A Healthier Wales: Our Plan for Health and Social Care (2018). Guest speakers and case studies will punctuate the learning with relevant, interesting insights to help the cohort apply the learning to their organisations.

The Diploma will help to raise the professional profile of planning as a mechanism for transformation. It will provide a gateway to the development of a talent pipeline within NHS Wales whilst also providing a route for succession planning.

Academic Lead – Professor Aoife McDermott



Aoife joined Cardiff Business School nearly a decade ago. Her research considers the role of people and change management in supporting service delivery and improvement, particularly in the health sector contexts. She is a trustee of the Learned Society for Studies in Organising Health Care (SHOC), and a former coordinator of the Cardiff Health Organisation and Policy Studies Group. Aoife is contactable on mcdermotta@cardiff.ac.uk and 029 2087 5065.

Course outline

The proposed postgraduate diploma will be an 18 month part-time course comprising six modules:

| | | |
|--|--|----|
|  | Strategic Planning & Innovation | 20 |
|  | Healthcare Planning – Evidence and Analytics | 20 |
|  | Collaborative Planning for Integration | 20 |
|  | Resourcing: Finance & People | 20 |
|  | Business Planning, Research & Evaluation | 20 |
|  | Leading & Planning Change | 20 |

Each module will be 20 credits. With the exception of ‘Business Planning, Research & Evaluation’ (see later), these are built around 2 day of facilitated delivery, supplemented with digital learning resources.

- **Strategic Planning and Innovation**

Strategic planning and appropriate use of innovation are central to NHS sustainability. This module provides you with a platform to understand, analyse and make appropriate strategic planning choices and manage innovation within your organisation and the wider NHS.

- **Healthcare Planning Evidence and Analytics**

Evidence informed decision making is supported by collation and analysis of relevant data, as well as accessible presentation to enable understanding and use. This module will explore a range of approaches to data analysis relevant for operational, tactical and strategic planning in healthcare.

- **Collaborative Planning and Integration**

Healthcare is supported by collaboration at a variety of levels within and increasingly across organisations. In the context of a drive towards integration, you will explore the rationale for, and types of, collaboration as well as the role of organisational structures, processes and agency in enabling or inhibiting it.

- **Resourcing: Finance and People**

Planning has implications for organisational resources. This module will provide knowledge of principles, processes and techniques relevant for financial planning, risk management and monitoring performance. It will also explore the people-related considerations that may influence planning decisions.

- **Business Planning, Research and Evaluation**

This module will develop your knowledge of the research process and the use of different types of evidence to inform planning and change. You will consider approaches to developing a compelling business case and explore a range of approaches to service evaluation. *Note this module will be delivered wholly online (including post COVID-19), with scheduled support.*

- **Leading and Planning Change**

Effective leadership and management of change is essential to avoid an ‘implementation gap’ between what planners intend and what happens on the ground. This module will evaluate the evidence base and practical implications for leading change in an NHS context. You will be assisted to reflect on ways in which you might develop your ‘leadership’ and ‘change agent’ repertoire.

As a result of COVID-19 the decision has been taken to move the Diploma online for the 2020-2021 academic year. Module learning materials, real-time facilitated teaching sessions, networking support and library and other resources will be available digitally. This will provide students with equal access regardless of where they are in Wales. The programme team are committed to supporting the cohort to come together, albeit in this new environment, to work together to achieve transformation and excel.

Where in-person delivery recommences in the future, travel, subsistence and accommodation costs, for those students needing to stay in Cardiff, will be supported by the individual’s employer.

Module Dates

Indicative dates for real-time facilitated delivery are provided below. Online materials are released prior to live taught sessions.

| Date | Module |
|---------------|---|
| November 2020 | Induction – Enrolment, Welcome, Student Services, Cohort Building |
| January 2021 | Module 1: Strategic Planning & Innovation |
| March 2021 | Module 2: Healthcare Planning – Evidence and Analytics |
| June 2021 | Module 3: Collaborative Planning for Integration |
| October 2021 | Module 4: Resourcing – Finance & People |
| January 2022 | Module 5: Business Planning, Research & Evaluation (Online Delivery) |
| April 2022 | Module 6: Leading & Planning Change |

Feedback from Cohort 1

“I’m so pleased that we got to study Strategic Planning and Innovation before Covid-19 hit. We had learned all about planning in the Military and developed some great contacts who proved to be invaluable when we needed to pivot everything and start catering for Covid.”

“It’s hard to juggle the work required, the job and family life, but the things that we are learning, the network we are building, make it totally worth it”

“I’m scared about the Analytics module but I’m excited at the same time. I know that analytics will help me so much to plan, and working with academics who make the content matter accessible, will provide the perfect opportunity to get this skillset under my belt”



Cohort 1

Eligibility Criteria

You will need to apply to your employer organisation to be able to join the programme.

Candidates will normally have to either be:

- a) Graduates of a recognised University with a minimum of 2:1 and at least 3 years relevant professional work experience.

OR

- b) Have extensive professional qualifications and/or significant professional work experience.

If you wish to be recommended for entry on the basis of experience alone then your employer must discuss

your experience with the Academic Lead, Professor Aoife McDermott – **McDermottA@cardiff.ac.uk**. Please contact Aoife if you have any questions regarding the programme.

Your employing organisation will be responsible for supporting the candidates, both in terms of reimbursing travel, subsistence and accommodation costs, likely to arise when attending the taught modules in the Cardiff Business School; and in supporting sufficient study time, access to information and managerial support to undertake the course.

Welsh Government Sponsorship

The Welsh Government is supporting the Planning Programme for Learning and is supporting the planned postgraduate diploma with 100% funding for the first two years. Thereafter, the Welsh Government and NHS Wales will share the costs on a 50/50 basis.

This funding covers the course fees of **£6,052** per student per diploma.

The final decision as to which candidates can be admitted onto the programme rests with Cardiff University. This process does not replace the University's standard admissions process.

Postgraduate Diploma in Healthcare Planning Student Profile

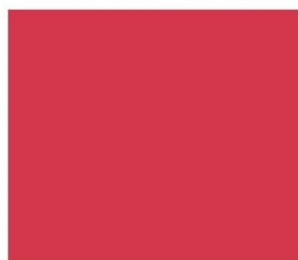
| Requirement | Essential | Desirable |
|--|-----------|-----------|
| ACADEMIC | | |
| Cardiff University requirement: Educated to degree level or at least 3 years of equivalent experience | ✓ | |
| Cardiff University requirement: 3 years relevant managerial or project management experience | ✓ | |
| Ability to study at a post-graduate level 7 | ✓ | |
| Academic knowledge of basic research and statistical analytical skills (or ability to demonstrate use of this in work environment) | | ✓ |
| EXPERIENCE | | |
| Experience of contributing to, or developing a complex, multi-disciplinary service plan | ✓ | |
| Experience of developing and implementing business cases | | ✓ |
| Experience of monitoring and evaluating plan implementation | | ✓ |
| Experience of long-term strategic planning | | ✓ |
| Experience of contributing to, or leading, a decision making process | ✓ | |
| Experience of working within a planning environment | | ✓ |
| Experience of collaborative working with stakeholders | | ✓ |
| Experience of influencing through project work, chairing meetings, staff leadership | ✓ | |
| Experience of participating in, or leading, change management programmes | ✓ | |
| Commissioning experience | | ✓ |
| Experience of (or ability to demonstrate basic understanding of) managing resources (financial or workforce) | ✓ | |
| CURRENT POSITION | | |
| Applicant will be in a position to carry out a meaningful project as part of the diploma, with the potential to implement identified changes as a result of the project | ✓ | |
| Applicant is at a stage in their career where the course will benefit both them as individuals and the organisation | ✓ | |
| Applicant has a current and particular need to develop specific planning skills, either within planning as a chosen career path, or where planning will form a significant part of future workload e.g. working towards General Manager/Divisional Manager level | ✓ | |
| Applicant has sound knowledge of the current planning system within NHS Wales | ✓ | |
| Applicants have an interest in, and basic knowledge of, the current political and legislative environment impacting on the health and social care field | ✓ | |

Course Participants

It is proposed that there will be 25 participants for Cohort 2 from the following organisations.

| NHS Wales Organisation | Propose Cohort Number |
|--|-----------------------|
| Abertawe Bro Morgannwg University Health Board | 2 |
| Aneurin Bevan University Health Board | 2 |
| Betsi Cadwaladr University Health Board | 2 |
| Cardiff and Vale University Health Board | 2 |
| Cwm Taf University Health Board | 2 |
| Hywel Dda University Health Board | 2 |
| Powys teaching Health Board | 2 |
| Public Health Wales | 2 |
| Velindre NHS Trust | 2 |
| Welsh Ambulance Services Trust | 2 |
| NHS Wales Shared Services Partnership | 1 |
| Welsh Health Specialist Services Committee | 1 |
| NHS Wales Informatics Service | 1 |
| Emergency Ambulance Services Committee | 1 |

The cohort numbers are indicative, and there may be some flexibility between organisations within the total. This table gives a total of 24 places. An additional place is available and could be allocated as an extra to an NHS organisation, a national organisation (such as the Collaborative), Health Education and Improvement Wales (HEIW), a Welsh Government or a local authority with a close working relationship to NHS planning.



How to Apply

The application process will be managed locally, and therefore your employing organisation will need to assess your ability to be selected to study for this qualification.

The expression of interest is attached at Annex 1. This will need to be completed and returned to your Director of Planning by 11 September 2020

Successful candidates will be notified by end of September 2020 if they have secured a place for Autumn 2020. The decision from this application process will be final and not subject to appeal processes.

| Task | Deadline |
|---|---------------------|
| Support candidates to complete their expression of interest proforma, submitting this to their Director of Planning. | 11 September 2020 |
| Candidates: proof of qualification and eligibility will be confirmed | 11 September 2020 |
| Welsh Government notified by DOPs of potential candidates | 14 September 2020 |
| Welsh Government to notify successful candidates | 28 September 2020 |
| Cardiff Business School to invite candidates to course | 30 September 2020 |
| Enrolment/induction event | 23/24 November 2020 |



Expression of Interest

| | | | |
|--|----------------------------|-----------------------|--------------------|
| Name: | | | |
| Position: | | | |
| Organisation: | | | |
| Contact details: Phone and Email | | | |
| Qualifications held: | Qualification title | Date completed | Institution |
| | | | |
| Equivalent degree level experience: | | | |
| Describe how you meet the ‘essential criteria’ expected for those studying for the Diploma in Healthcare Planning (no more than 500 words) | | | |
| Describe how you meet the ‘desirable criteria’ expected for those studying for the Diploma in Healthcare Planning (no more than 500 words) | | | |
| What benefits do you believe you will achieve by completing the Diploma in Healthcare Planning? (no more than 500 words) | | | |
| How will your organisation benefit if you undertake this course? (no more than 500 words) | | | |
| GDPR Statement: I confirm that I am happy to share my details with Cardiff University, Welsh Government and other interested parties. | (signature) | | |
| <p>COMPLETE PRIOR TO NOMINATION TO WELSH GOVERNMENT:</p> <p>I <u>insert Director of Planning signature</u> confirm that this application is endorsed and has been quality assured. <u>Insert organisation name</u> are assured and have witnessed sufficient evidence of qualifications for this diploma has been received from the nominee.</p> | | | |

Please return this form to *INSERT NAME/EMAIL ADDRESS* by no later than *INSERT DATE*