

# Demand and Capacity Trainer Programme

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## Student Prospectus



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## HELLO AND WELCOME!

Thank you for your interest in the Demand and Capacity Trainer Programme. This programme represents a significant development in how NHS Improvement and NHS England are adopting new approaches to deliver substantial quality and service improvements within the NHS.

This is a free of charge, accredited six month Programme designed to support individuals working in the NHS to be able to deliver demand and capacity training in their local health economies. Each delegate will complete four modules with an action learning set at the end. The modules are designed to support the delegate to increase their knowledge and confidence. Each area of focus will bring the delegate one step closer to the final end point of the course: delivering your very own demand and capacity training session.

The aim of this programme lies in the ongoing desire to ensure the patient's pathway through the NHS, from initial presentation to treatment meets patients' rights 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.

I joined the Programme in 2016 having worked for over 10 years in the third sector. I had not previously worked in the NHS or done any demand and capacity modelling however I quickly became excited by the potential for change that could be brought about if demand and capacity modelling grew into 'business as usual' for the NHS. Within a few months, I was delivering training with colleagues to groups of up to 40 people and was struck by how much I was teaching people. I didn't feel like an 'expert' in demand and capacity modelling, the important thing seemed to be having the right information to be able to present to others and delivering it in a style that allowed people to learn for themselves rather than me needing to have all the answers. I have come to really enjoy delivering training and I hope that those of you who join this programme come to enjoy it just as much as I do.

Alice

Alice Lundsten  
Demand & Capacity Programme Delivery Officer



# LEARNING OBJECTIVES AND MODULES

Learning objectives are set across four modules, each with a particular aim and methodology to support your journey towards delivering demand and capacity training to others in the NHS.

## Module 1: Change Management

- Formulate stakeholder engagement approaches
- Relate how change is experienced by the individual and how this may impact on demand and capacity training
- Recognising organisational cultures, structures and change
- Delivering effective communication to enable change

## Module 2: Theory and Modelling

- Using basic statistics to quantitatively describe a dataset
- Apply the basic principles of demand and capacity modelling 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

- Recognise learning theory and individual learning styles
- Selecting methods and media for your audience
- Engaging audiences and presenting information
- Facilitate a group discussion
- Deliver a training session
- Evaluate the success of a training intervention

## Module 4: Coaching and Mentoring

- Use coaching and mentoring techniques
- Describe methods of coping and challenging situations
- Using action learning sets as a problem solving approach

## Action Learning Set

Action Learning is a method for individual and organisation development based on small groups of colleagues meeting over time to tackle real problems. Its roots are in adult learning and organisational development, ensuring that individuals can continue to be supported in their roles and learn from colleagues.

It is underpinned by a belief in individual potential: a way of learning from our actions and from what happens to us, and around us, by taking the time to question, understand and reflect, to gain insights and consider how to act in the future.

The focus of the Action Learning Set in this course 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).

## THE LEARNING PROCESS

As many of us are already aware, learning can often be both exciting and daunting in equal measure. You may find as you progress through the course that there are some modules or aspects of the course that are particularly challenging and this might at times take you outside of your comfort zone and possibly cause some apprehension. These are the areas where you are likely to stretch yourself the most and also learn the most. The Demand and Capacity Team will be available to support you throughout the process as well as the trainers and your fellow learners.

You will get out of this course as much as you put in. We encourage you to spend a bit of extra time, energy and reflective time in getting the most out of the aspects of the course you find most challenging. So for example if you find using Excel daunting and you are worried about the theory and modelling module then there are lots of resources on our webpages to talk you through how the models work and how to use them without needing to be an Excel wizard. As part of the preparation for the theory and modelling module you will need to either attend one of our one day face to face sessions or complete the online training as detailed on the next page. It might be worth considering doing both so that you feel more familiar with the concepts and models.

If you are intimidated by the idea of standing in front of an audience to deliver a training session then maybe think about people you work with who you admire as being particularly good presenters or trainers. You could ask to shadow them or possibly co-present with them to build up your experience and confidence. There is also the option to co-present with the Demand and Capacity Team at one of our one day face to face training sessions. Dates are regularly updated and can be found via the link on the next page.

There may also be areas where you feel particularly comfortable and confident. In this case we would encourage you to practice your skills by helping to support others in your cohort who might not feel as confident in this area. Teaching others is one of the best ways to cement your own learning and will be good practice for training others when you graduate.

## REQUIRED PRE-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. Whilst we recognise that this will differ for individuals, we estimate this will take approximately 20 hours per module.

The theory and modelling module of the training will involve an 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, 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/>

**Please note, this is a requirement of enrolment onto the course.**

By engaging with either the one day face to face training course or the e-learning, you will become familiar with some key concepts which will be built on in the module:

- The effect of variation on the capacity required to meet demand
- The calculation of an 'ideal' waiting list size for a given treatment timeframe
- Metrics such as:
  - The balance of demand vs. capacity
  - The ideal waiting list size vs. the current waiting list size
- Familiarisation with the existing model set, its interface, and its outputs

## APPLICATION PROCESS AND LEVEL OF COMMITMENT

A key consideration when applying for the Demand and Capacity Trainer Programme is the ongoing commitment to delivering training within your local organisation 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 as required). This may be requested by NHS England or NHS Improvement.

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.

It is also important to consider whether or not you are able to meet the time commitments necessary to graduate from the Demand and Capacity Trainer Programme. The course lasts for six months and as a rough guide, we estimate the time commitments for the training as follows:

Each of the four modules comprises	Pre module learning – 20 hours Face to face training – two days Webinar – one hour
Delivery of a live training event	Date to be set by applicant - one day
Action learning set	One day face to face at end of course

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. In order to evidence this support you, your line manager and executive level sponsor will need to sign a participation agreement before you will be formally accepted onto the programme. This support is crucial and without a guarantee of this, you will be unable to attend the Demand and Capacity Trainer programme.

## TRAINING DELIVERY

As a core part of this course you will be delivering a training session to practice your skills in a live environment. We are going to set out the expectations around the delivery of this event to help you understand what is involved:

Who will I be training?

- 15+ people
- Could be internal to your organisation or from the wider NHS such as CCGs or other providers within your STP footprint

What will I be training them in?

- The importance of demand and capacity modelling and the benefits
- The principals of measuring demand and capacity
- The importance of an ideal waiting list size and how to calculate this
- The impact of variability on demand and capacity modelling
- A walk through of how to populate a model
- How to sense check a completed model

You will not be:

- Modelling their service for them
- Editing or creating models
- Leading all demand and capacity change in your organization

We do not expect you to become a demand and capacity 'expert'. To undertake successful demand and capacity modelling there needs to be detailed and in-depth operational knowledge of the service in question. This programme will help you to become a trainer in demand and capacity, i.e. teaching others in the principles of demand and capacity and supporting colleagues in modelling their own services.

## ATTENDANCE POLICY

The Demand and Capacity Trainer Programme is a joint-funded initiative between NHS Improvement and NHS England. Participants do not pay fees and employing organisations of participants are only expected to pay for their employees travel, subsistence and accommodation costs where required.

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 deny the opportunity of development to someone who could have attended.

If the student does not complete the training the organisation will need to pay £2,100.

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 theory and modelling module. 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 (or equivalent) 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 provider	Yes	
Knowledge & skills	Working knowledge of Microsoft Excel	Yes	
Knowledge & skills	Written communication	Yes	
Knowledge & skills	Teaching		Yes
Experience	Modelling & planning		Yes
Functional	Involved in service planning directly or in a supporting role		Yes

## ASSESSMENT METHODS

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 before you are able to graduate.

In order to help you deliver your own training sessions, you will have full access to the Demand and Capacity Team training materials, 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 the 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)