



ASD Support

A Foundation For Care



Training Provided By

**IMPACT
FUTURES**

Visionary Leaders in Healthcare

Level 5 Operations or Departmental Manager



Visionary Leaders in Healthcare Apprenticeship Standard

This level 5 apprenticeship training programme develops the management skills which improve healthcare setting productivity and profitability.

It is suitable for junior managers looking to gain an understanding of management practices and techniques, but is also beneficial as refresher training for experienced managers.

You will master methods to improve performance and will undertake training to develop your skills, knowledge and behaviours in a number of areas that are considered essential aspects of leadership, in a healthcare setting, such as managing people, developing relationships, delivering results, managing yourself and leading CQC inspections.

All elements of this training programme have been developed with patient care at their core, ensuring that high quality provision of care remains at the forefront of all development.

Once completed, you can become an associate or member of the Institute of Leadership and Management or Chartered Management Institute.

Entry requirements

You must have been a UK, EEA, or EU resident for at least the past three years to undertake this training programme.

In addition, you must be able to commit to the full length of the programme, and be able to meet the programme modules through your job role.

If you do not have a level 2 or equivalent in Maths and English, you will be required to work towards achieving these qualifications as part of your apprenticeship.

What is the duration and how will you learn?

Over the duration of 21 months, you will receive a combination of face-to-face and online training and support.

You will undertake an online assessment that will help us to understand your learning style and needs, then we will tailor your learning experience accordingly.

We ensure that you stay on track to complete your programme on time by managing your progress through our state-of-the-art e-portfolio system, Aptem.

Off the job training

As part of the apprenticeship, alongside your job role, a **minimum of 6 hours per week** of your time in work must be dedicated to improving new skills, knowledge and behaviours.

This can be any time devoted to learning and improving new skills, knowledge and behaviours without interruption, and can include:



Online teaching



Digital learning resources



One to one tuition



Workplace assessment

End-point assessment

Learnt knowledge, skills and behaviours will be assessed by an independent assessor in your end-point assessment (EPA). This typically involves elements such as:

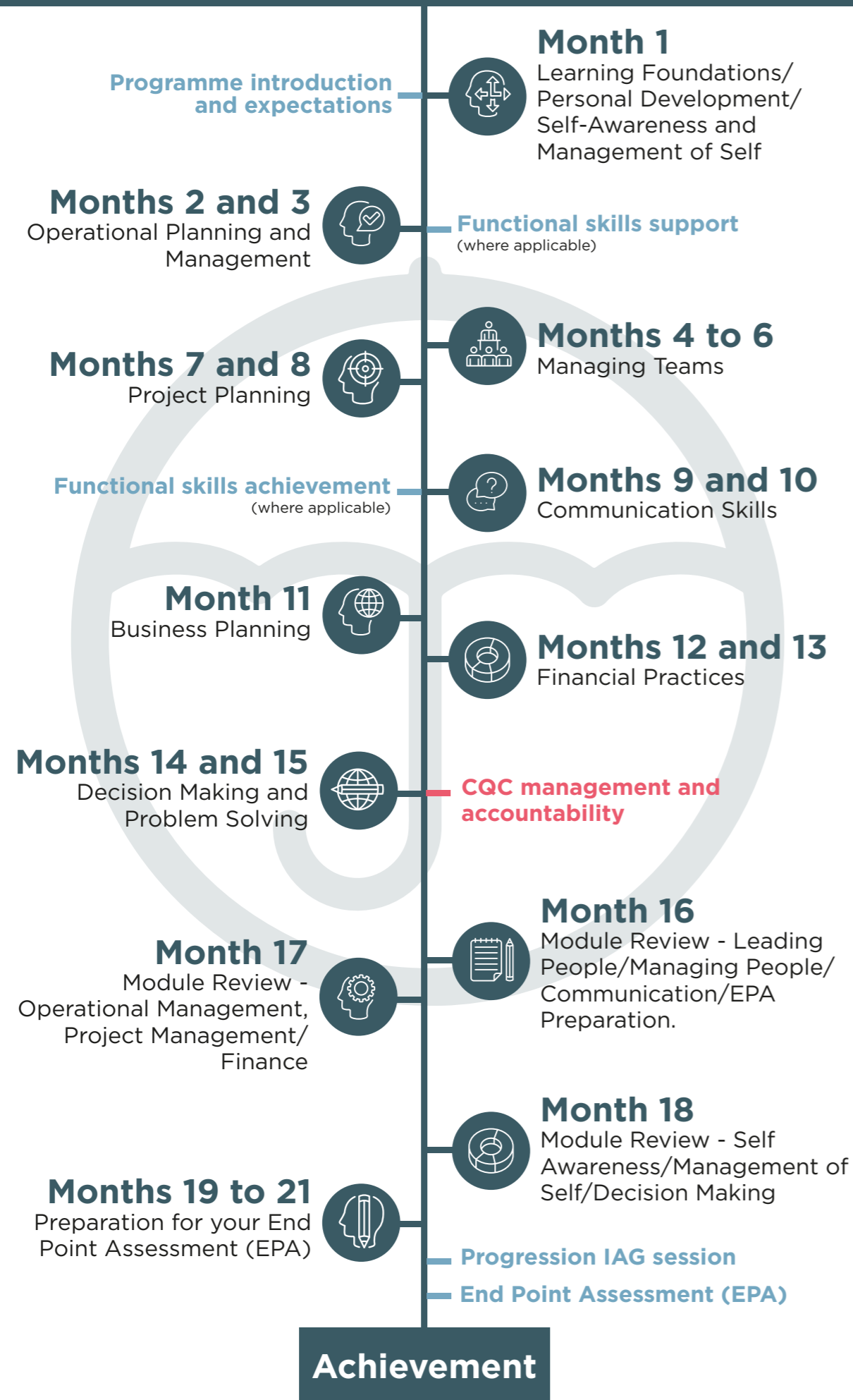


Presentation and Questioning, Project Proposal



Professional discussion underpinned by a portfolio of evidence

Your apprenticeship journey



You will learn how to:

Deliver results

- ✓ Understand operational management approaches and models, including creating plans to deliver objectives and setting KPIs
- ✓ Strategically plan in line with organisational objectives
- ✓ Set up and manage a project using relevant tools and techniques, and understand process management.
- ✓ Plan, organise and manage resources to deliver required outcomes
- ✓ Understand business finance, including how to manage budgets and financial forecasting, and how to monitor budgets and provide reports considering the financial implications of your decisions and adjust your approach accordingly

Manage people and develop relationships

- ✓ Understand different leadership styles
- ✓ Lead multiple and remote teams, as well as how to manage team leaders
- ✓ Manage partner, stakeholder and supplier relationships, including negotiation, influencing and effective networking, and be able to communicate effectively, being flexible in communication style
- ✓ Communicate organisational vision and goals and how these apply to teams
- ✓ Manage talent and performance
- ✓ Develop, build and motivate teams by identifying their strengths and enabling development in the workplace, and also understand how to develop high performing teams
- ✓ Manage conflict

Manage yourself

- ✓ Understand the impact you make on the organisation, and understand emotional intelligence.
- ✓ Understand different behaviour styles.
- ✓ Understand time management techniques and tools, how to prioritise activities and the use of different approaches to planning.
- ✓ Create a personal development plan, and be able to reflect on your own performance, working style and its impact on others.
- ✓ Understand problem solving and decision making techniques, including data analysis, and be able to undertake critical analysis and evaluation to support your decision making.

The 5 pillars of wider learning

Sustainability



Sustainability is about protecting the future of our environment.

Why do we need to learn about sustainability within an apprenticeship?

Through learning about the world and how to best keep it sustainable, you can be encouraged to safeguard and enhance our natural resources.

Developing your attitudes and behaviours to be more environmentally conscious, you can protect the future of our environment.

CIAG



CIAG provides us with careers information, advice, and guidance.

Why is the support of CIAG important within an apprenticeship?

To be inspired, as a learner, to be proactive and to believe in your ability to achieve your aspirations.

This support will help you learn about career pathways available to you, and will:

- Increase your knowledge about the world of work
- Inspire you to succeed
- Improve your social mobility and life chances
- Help you make informed decisions

Cultural capital & personal development



Cultural capital and personal development is about boosting your employability and work and life skills.

Why do we need to understand cultural capital and personal development within an apprenticeship?

Learning about real-life situations and navigating through them will provide you with essential knowledge, that you may need to ensure future success.

This can include: resilience, confidence, time management, finance management, and much more- all important work, behaviour, attitude, and life skills.

British values, safeguarding & prevent duty



We have a responsibility to keep learners safe during their learning, but we are also responsible for what happens beyond that, too.

British values:

As our learner, you should understand: your right to make safe choices; the rule of law is there to protect you; you should be respected for who you are (regardless of age, race, gender and background); and you live in a democracy allowing you to be involved in decisions that protect you.

Safeguarding:

We can ensure that you are supported by the right people at the right time.

Prevent duty:

We can recognise when targets are preyed upon by extremists and we act, report and get help to stop their recruitment.

Equality, diversity & inclusion



Promoting equality, diversity and inclusion entails fair treatment and equal opportunities for all learners.

The impact of embedding these integral areas into your learning programme means that you will be more aware of your social responsibility to protect the vulnerable in our wider society. This will enable an inclusive mindset in your work and home life, as you develop and grow in your career.

Understanding how to protect those in our society from abuse and extreme idealisms, will further enable our future living and working lives becoming safer and fairer.

Level 5 Visionary Leaders in Healthcare

Modules of learning

Learning Foundations

- The details of your own chosen pathway and how you will be supported to collect evidence towards end point assessment.
- How online safety, equality and diversity, safeguarding and prevent are part of a duty of care.
- Identify how your progress is reviewed, how we support any additional learning needs and appeals procedures (where appropriate).
- Explore and discuss some of the topics you may be learning as part of your overall qualification.

Personal Development - Self Awareness and Management of Self

- The impact of legislation for the safeguarding of adults at risk.
- Lead the response to suspected or alleged abuse.
- Participate in inter-agency joint and integrated services working to protect vulnerable adults.
- Lead and support others in safeguarding.
- The responsibility to safeguard children present in an adult setting.

Business Planning

- Operational management approaches and models.
- Knowledge of management systems, processes and contingency planning.
- Organisational values and ethics and their impact on decision making.
- How to input into strategic planning and create plans in line with organisational objectives.
- Understand that as a leader, it's important to be creative, innovative and enterprising when seeking solutions to business needs.

Business Planning Continued

- Understand business development tools (e.g. SWOT) and approaches to continuous improvement.
- Know how to support the management of change within the organisation.
- Demonstrate commercial awareness, and able to identify and shape new opportunities.
- Knowledge of management systems, processes and contingency planning.
- Know how to be flexible to the needs of the organisation.

Project Planning

- Know how to set up and manage a project using relevant tools and techniques and understand process management.
- How to plan, organise and manage resources to deliver required outcomes.
- How to initiate and manage change by identifying barriers and know how to overcome them.
- Time management techniques and tools, and how to prioritise activities and the use of different approaches to planning, including managing multiple tasks.

Project Planning Continued

- Problem solving and decision-making techniques, including data analysis.
- Know how to support, manage and communicate change by identifying barriers and overcoming them.
- Be able to communicate effectively and be flexible in communication style.
- How to use time management/prioritisation techniques/effective problem solving techniques.
- To undertake critical analysis and evaluation to support decision making.

Decision Making & Problem Solving

- Understand problem-solving and decision-making techniques, including data analysis.
- Organisational values and ethics and their impact on decision making.
- Know how to undertake critical analysis and evaluation to support decision-making.
- How to use effective problem-solving techniques.

CQC Management & Accountability

- Understand the CQC process.
- Assist in CQC inspections.
- Develop presentation skills.
- Motivate and inspire staff.
- Help to drive ownership and accountability.
- Understand the impact of under-performance.
- Demonstrate good observational skills.
- Support in the documentation of CQC inspection outcomes and improvement measures.
- Understand the professional duty of candour.

Communication Skills

- Interpersonal skills and different forms of communication and techniques and how to apply them appropriately.
- How to use active listening, and able to challenge and give constructive feedback.
- Demonstrate positive and adaptable behaviours, responding well to feedback and need for change.
- Approaches to partner, stakeholder and supplier relationship management including negotiation, influencing and effective networking.
- Knowledge of collaborative working techniques to enable delivery through others and how to share best practice.

Communication Skills Continued

- Know and able to identify and share good practice and work collaboratively with others both inside and outside of the organisation.
- How to chair meetings and present using a range of media, and seek the views of others and values diversity.
- Understand approaches to partner, stakeholder and supplier relationship management including negotiation, influencing and effective networking.
- Know how to manage conflict at all levels.
- How to demonstrate determination when managing difficult situations.

Operational Planning & Management

- Operational business planning techniques, including managing resources, development of sales/marketing plans, setting targets and monitoring performance.
- The creation and delivery of operational plans, including settings KPIs, monitoring performance against plans.
- Data security and management, and the effective use of technology in organisation.
- Organisational cultures and diversity and their impact on leading and managing change.
- Operational business planning techniques, including managing resources/development of sales/marketing plans/setting targets/monitoring performance.

Managing Teams

- Different leadership styles, how to lead multiple and remote teams and manage team leaders.
- Know how to manage multiple teams and develop high performing team and delegate effectively.
- Performance management techniques, talent management models and how to recruit and develop people.
- Know how to manage talent and performance.
- How to develop, build and motivate teams by identifying their strengths and enabling development within the workplace.
- How to be open, approachable, authentic, and able to build trust with others.

Financial Practices

- Business finance; how to manage budgets and financial forecasting.
- How to use specialist advice and support to deliver against plans relative to financial management.
- Monitor budgets and provide reports and consider financial implications of decisions and adjust approach/recommendations appropriately.
- Understands that they must always be open to new ways of working.

Financial Practices Continued

- Know how to produce reports, providing management information based on the collation, analysis and interpretation of data.
- Understand how to monitor budgets, and provide reports and consider financial implications of decisions and adjust approach/recommendations appropriately.
- Know why and when the use of specialist advice and support is required to deliver against plans.



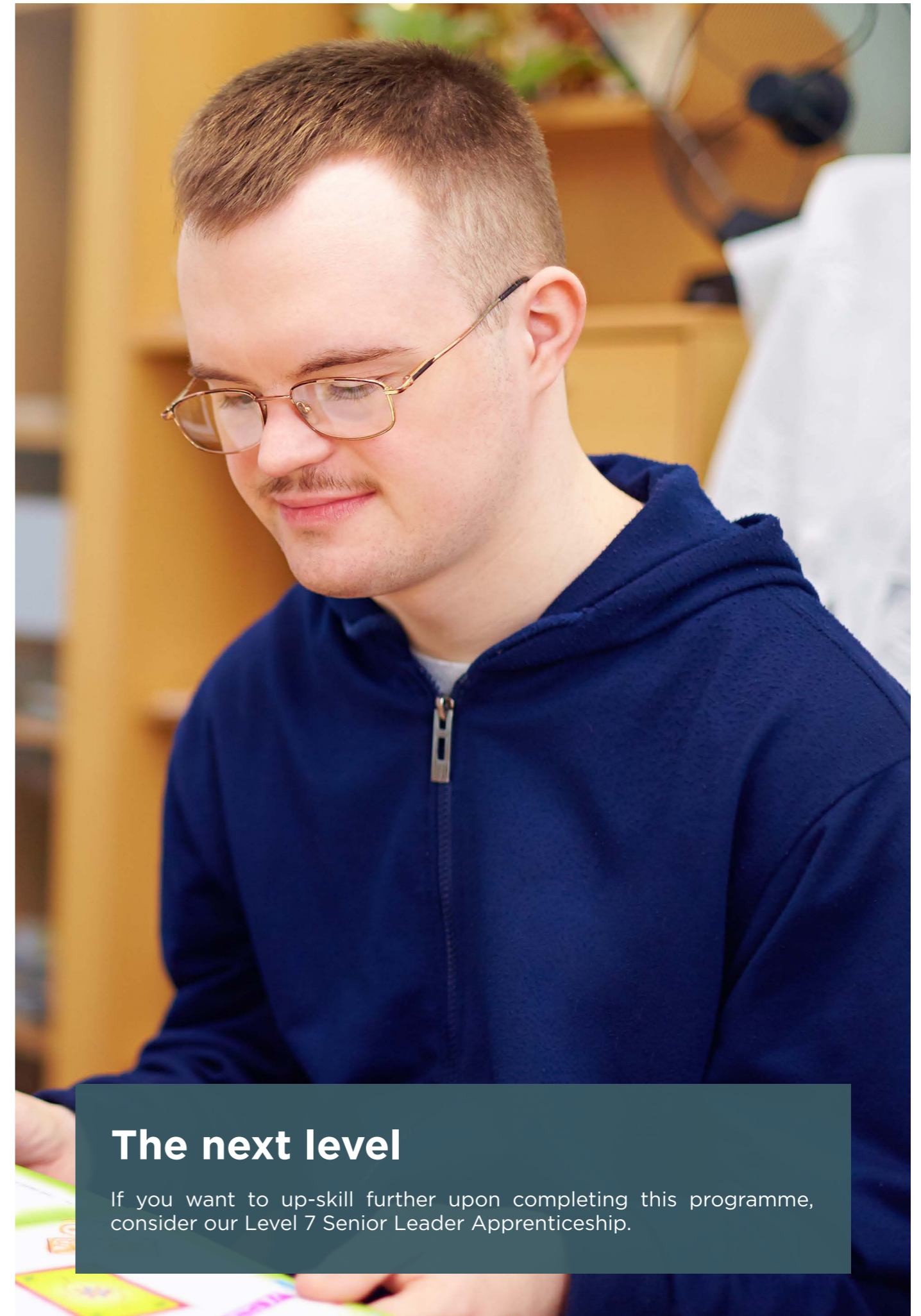
Making an impact, now and in the future

Your career is a path, not a programme. We want to understand your career goals for the future now, so that we're best placed to assist, guide and inform you on your options.

Where do I see myself in my career in 12 months?

What support do I need to get there?

What targets and milestones can I set now to aid me in achieving this?





Make an impact

We're all about making an impact, be that individuals making an impact through their day-to-day work, or by organisations making their impact on our economy.

As a national training provider, we make this impact throughout the UK, with expertise in childcare, healthcare, clinical and business skills apprenticeships.

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