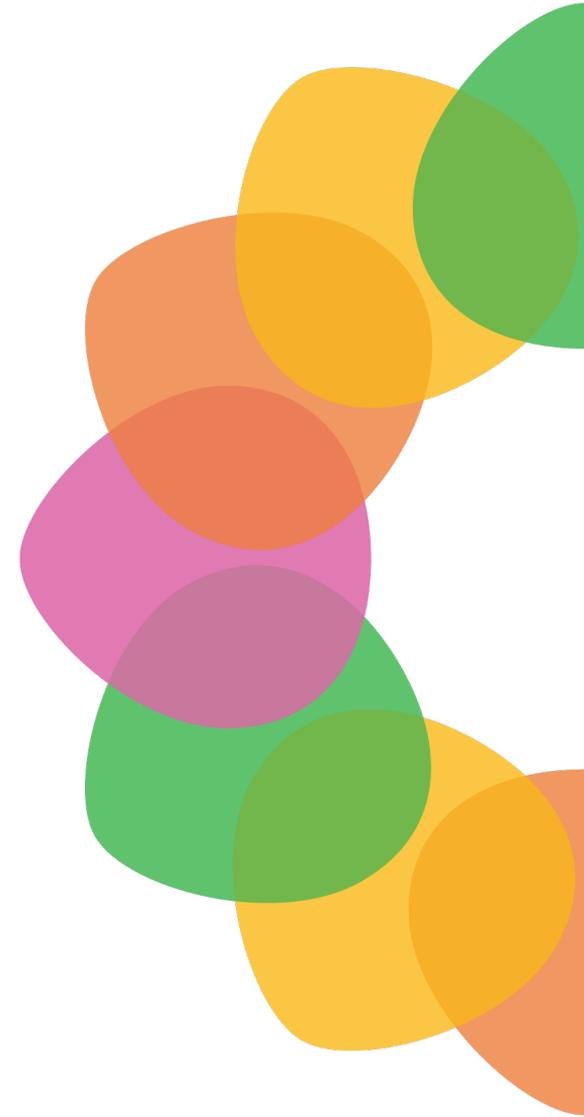




Midlands Decision Support Network

Operational Group – July 2021

Wednesday 21st July 2021



Today's session...

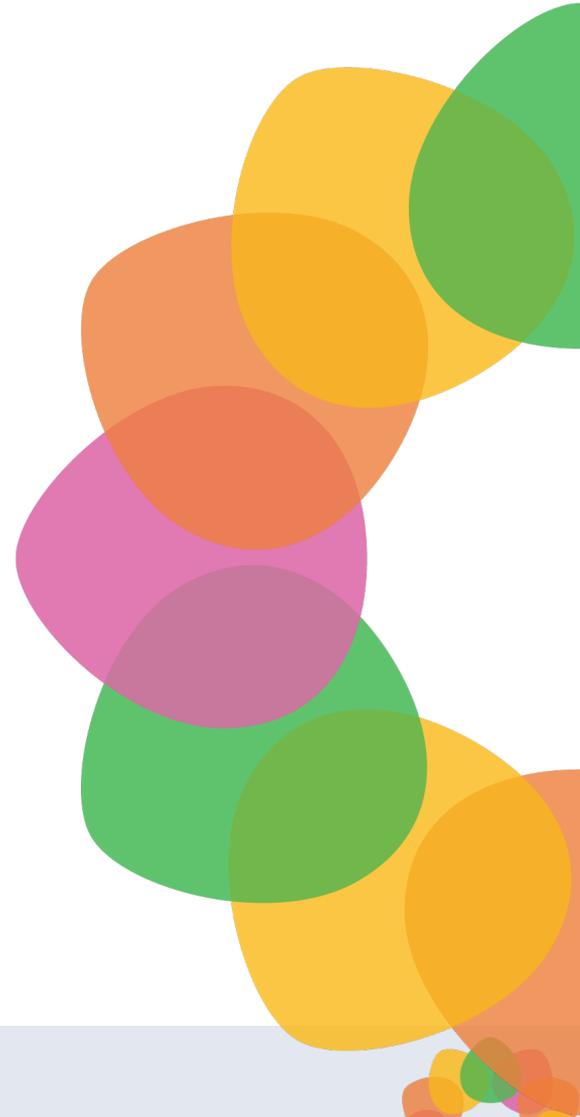
- Updating you on the **network training and development programme** for the remainder of 21/22 (+ an opportunity to discuss the approach to prioritising future courses)
- Highlighting relevant **current and forthcoming national guidance** for the development of strategic intelligence functions (discussing the implications of these)
- Reflection on **NHSE/I regional team proposals for a new Midlands PHM service**
- Agreeing **next steps to support local Decision Support Unit development** (identifying barriers and challenges, ways in which the strategic group/development centre can support)





**Midlands Decision Support
Network**

Training & Development Offer 2021/22



Contents

- 1 Overview of the 2021/22 Training & Development Programme
- 2 Training formats
- 3 Spotlight on selected courses
- 4 Update on the Programme so far
- 5 Plan for 2022/23 Training & Development Programme



Purpose of session

1. To give you details of the 2021/22 Training & Development Plan, what influenced the content and design and how to access it
2. To discuss how to work with you to design the 2022/23 Programme

Supporting the ongoing development of the Decision Support Network...

Training & development offer

- **Targeted development programmes** combining training, reflection and project work
- **Large scale open events** to support learning and sharing, connect staff with expertise
- Ongoing series of short courses informed by network priorities

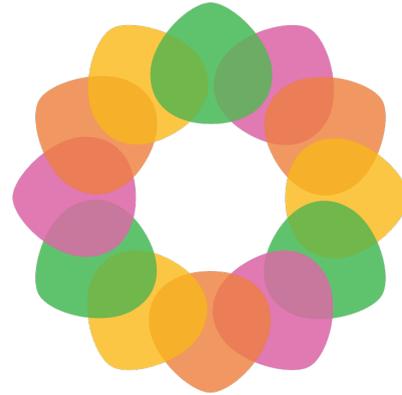
Regional analytical programme

- 3+ **large analytical projects** per year on behalf of the region
- Bespoke system reports, support for knowledge mobilisation **Insight to Action**
- Sharing code and resources so local analytical teams can conduct further work

Active knowledge exchange

- Creating and hosting professional networks e.g. analysts, evaluation, evidence community
- Providing guidance and tools to support local DSUs to develop core functions





Overview of the T & D Programme



Leadership Development

Evidence & Evaluation

DSN Training Offer for Analysts and Decision Makers

Technical Skills

Softer skills



Technical skills

Long

- System Dynamics
- Population Health Management (Cohort 1)
- Population Health Management (Cohort 2)
- Evaluation of Complex Interventions
- Operation Research (OR) Methods
- Communities of Practice using OR
- Machine Learning

Short

- Introduction to R
- Introduction to R Shiny
- Introduction to R Markdown
- Time series forecasting
- Interrupted time series analysis

Leadership development

Long

- Leadership Development for Analysts (Cohort 1)
- Leadership Development for Analysts (Cohort 2)
- Decision Quality for System Leaders (Cohort 1)
- Prioritisation and Resource Allocation
- Decision making and MCDA TBC

Short

- Introduction to Decision Quality
- Problem solving
- Systems thinking
- Strategic decision making
- Scenario planning

Evaluation and evidence

Short

- Introduction to evidence synthesis
- Session 1: Introduction to evaluation
- Session 2: Qualitative research (1)
- Session 3: Qualitative research (2)
- Logic models

Softer skills

Short

- Communication and engagement
- Visualisation
- Facilitation using liberating structures
- Negotiation skills

Programme aims

- **Supporting the development of the DSN**
 - **advancing the skills and confidence of analysts and leaders** by providing a range of tailored courses which cover analytical methods, leadership skills and decision quality.
 - **developing specialist skills in analysis, evidence review and evaluation** by using **real problems** and **active learning** for **more impact** on individuals and their organisations.
- **Programme content design**
 - We listened to local analysts
 - We reflected the findings from the Midlands-wide analysts' skills assessment
 - We combined this with our understanding of strategically important areas of focus, to design a training programme to equip analysts and leaders to make better quality decisions.



Training formats

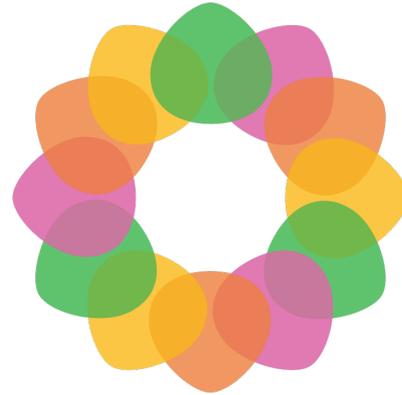
- **Long courses**
 - Often, Action Learning Sets using real problems and active, deep learning for more impact on individuals and their organisations
 - Vary in length – usually between 4 and 10 days of training
 - Usually 2-3 participants per system
 - **How to apply?** Typically, 2-3 per ICS, we maintain the list of interested people, the Decision Support Network lead for each ICS will be responsible for allocating places for their area.
- **Short courses**
 - Typically between ½ a day and 2 days
 - Often subjects that are ‘children’ of the longer courses
 - Ranging from 2 participants to unlimited
 - Very accessible
 - **How to apply?** This will vary, but they will be advertised and we will be the point of contact
- **Taster / bitesize**
 - These are an hour long or less
 - They are children of the short courses
 - They can be ‘taster’ sessions for the longer courses or mini training sessions
 - Can be separate events or as part of the Midlands Analyst Network fortnightly Huddles
 - **How to get access?** These will vary in how they are delivered, sometimes this will be via the Midlands Analyst Network Huddles
- **Large open events**
 - E.g. Insight 2020 and Insight 2021



Supporting System and individual training & development plans

- **Providing a clear Training & Development Programme and how to access it**
- **Reflecting skills and knowledge gaps in Programme design**
- **Providing up to date picture of participant training activities**
 - Applicant / participant database
 - Records of achievement
 - Information to share with systems about who is doing which training
 - Allows us to keep in contact with participants
- **Developing systems to assess our training – quality and impact**
 - Reflecting feedback to refine future courses





Spotlight on selected courses

Leadership Development for Analysts ALS

Developing strong analytical teams, improving the use of data, and maximising the impact of the profession, requires analysts to be working more closely with decision makers. **There is a need to focus on the development of leadership skills** (or 'softer' skills), as well as the technical skills, of analysts.

- **Who is this for?**
 - This programme is aimed at senior analysts and analytical team leaders who want to further develop their leadership skills and knowledge.
- **What will they learn?**
 - What it means to be an analytical leader, exploring different leadership styles and approaches.
 - How to lead in and with a high performing team.
 - How to create networks within organisations and systems.
 - The key components of systems, systems thinking and working in complex systems.
 - The role of analysts in decision making in health and care.
- First iteration has just finished – has excellent reviews
- **Next course starts September / October** (2 analysts per system)



New! Population Health Management ALS

This course aims to provide analysts with the necessary knowledge and skills to support population health management approaches with ICSs

- **Who is it for?**
 - Analysts
- **What will they learn?**
 - Segmentation
 - Risk stratification
 - Impactability using causal inference
- **The 1st iteration of this 4-day course starts on October 19th (4 consecutive Tuesdays)**
- **The 2nd iteration starts on January 11th (again, 4 consecutive Tuesdays)**



New! Operational Research (OR) Communities of Practice

- Communities of practice based on agreed problem
 - series of c.3 OR 'communities of practice'
 - non-analyst led
 - Facilitated
 - Participants to describe the current state and existing approaches to analysis, considering alternatives, informed by guest speakers
 - Experimentation between sessions



New! Decision Quality and for Leaders ALS

- **In health and care services, decision making affects population outcomes.** In some situations, as the pandemic has shown, this is a matter of life and death. In all situations, limited resources must be used to maximum effect.
- **Who is it for?**
 - Current and aspirant leaders
 - Midlands Integrated Care Systems
 - NHS, social care, local government, partner organisations
- **What will they learn?**
 - Be a better decision maker
 - Know how to improve DQ in their teams, organisation and ICS
 - Have practical tools and tips to support others
- **Format?**
 - Four day-long sessions which will be 'Applied' – participants bring examples and situations, 'participative' – expertise of the room and 'challenging' – plenty of stimulation, push and pull, **starts Sep/Oct**
- **Taster session next week (29th July, 1-2)**



Feedback from Leadership Development for Analysts course

“On what they've liked most about the course "The networking opportunities; the friendly, knowledgeable and enthusiastic facilitators; being exposed to a wide range of concepts and ideas which are relevant to my role and helped me develop my own learning journey now this programme has ended.”

One participant had worked in the NHS for 30 years and he found the session on politics to be incredibly useful and a game changer to how he now works

“Really wonderful interacting with analysts from different organisations”

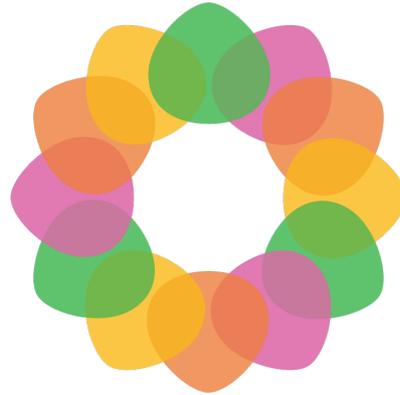
“Fantastic!”

“If you never changed anything it (the course) would still be perfect!”



System Dynamics Action Learning Set

“As an analyst, the System Dynamics course has expanded my approach to analytics from reporting individual data items to providing insight into how systems work, interact and can be influenced. This has already led to strategic insight on where best to focus effort to improve the future for the population of my city.”



Professional Networks

Professional Networks

- Midlands Analyst Network
- Evaluation Network
- Knowledge Mobilisation Network



Midlands Analyst Network online Huddles -
provide a space for analysts across the Midlands to share information, ideas and resources, as well as seek advice and guidance from one another

“I would like to say they (the Huddles) have been an inspiration to me and brought a sense of the wider analyst community to my role which I previously was missing. This has been especially appreciated as I have working from home since March, so the sense of community and ‘all in it together’ is really valuable.”

Midlands Analyst Network online Huddles

- Every 2 weeks – Thursday 11-12
- Average - 45 participants
- Around 1,200 participants in total (many regulars, also new people in most Huddles)
- Over 30 Huddles held
- Huge range of subjects and contributors
- Provides updates, mini training sessions, course ‘taster’ sessions
- Most Huddles are recorded
- Very popular

Insight 2020

- Over 30 events across 6 weeks
- With 48 different presenters from 27 different organisations, including:
 - NHSE/I
 - Primary Care
 - Thinktanks
 - Service users
 - Academia
 - PHE
 - Local government
 - Voluntary Sector
 - CCGs
 - Authors on tackling inequalities
 - Strategy Unit
- Over 3,500 registrations for the events
- Nearly 400 people registered for the launch event
- 14 events attracted over 100 registrations

Next steps

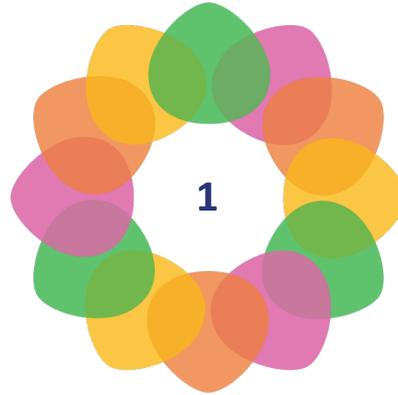
- We will share the detail of all planned training during 21/22 so Systems can nominate individuals to receive training
 - This will be available via the new website or by emailing rachel.caswell@nhs.net
- Survey of analysts to refine understanding of needs and how we offer training
- Agree a process for informing the 22/23 Training & Development Programme





Midlands DSU Network
Decision Support Centre

SECTION



Advancing analytics in health and care

Summary

The Strategy Unit are involved in two national projects (commissioned by NHSE/I) to consider the advancement of strategic analytics to support system-level decision-making.

Project 1: Commencing from August 2021: Writing guidance to support the implementation of a cross-system Intelligence Function

Project 2: Completed July 2021: Recommendations for advancing analytical capability in the NHS

Project 1: Guidance on implementing a cross system intelligence function

NHSE/I's *Integrating Care (2020)*:

ICSs need to 'develop shared **cross-system intelligence and analytical functions** that use information to **improve decision-making at every level**'

'Analytical skills within systems should be applied to better understanding how **best to use resources to improve outcomes**, rather than managing contract performance between organisations'

NHSE/I's *ICS Design Framework (2021)*:

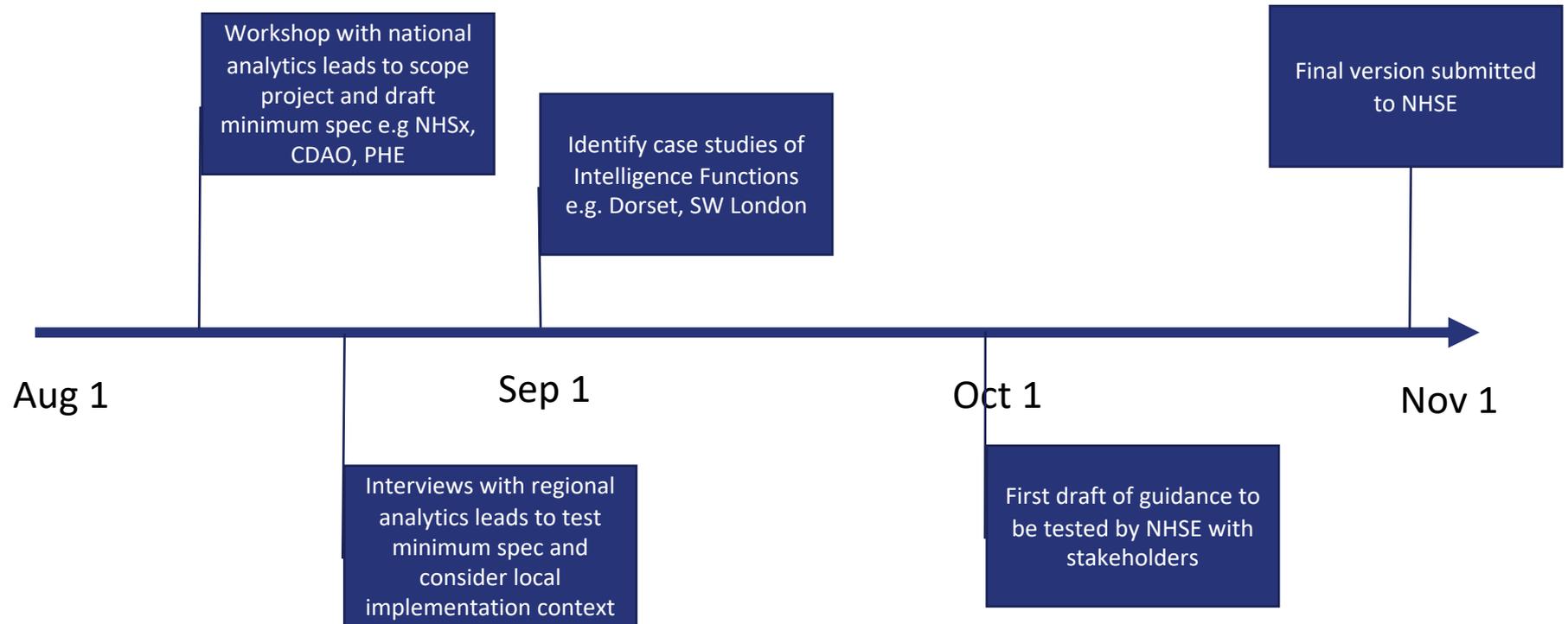
ICS NHS bodies are expected to:

'Cultivate a **cross-system intelligence function** to support operational and strategic conversations...

...This will require ICSs to have linked data, accessible by a **shared analytical resource that can work on cross- system priorities.**'

Project 1: Guidance on implementing a cross system intelligence function

What we'll be doing:



Project 2: Advancing analytical capability in the NHS

Submitted to NHSE for final sign-off and being presented to the *developing Data and Analysis as a Profession Board* on 28 July. Includes three main products:

- 1. Recommendations for advancing analytical capability at national, regional and team level**
- 2. Description of what high-quality strategic analytics looks like, including what a high-functioning analytical team does and an analytical projects typology**
- 3. Career pathways for Healthcare Analysts working in health and care systems**

This work will significantly inform Project 1.

Advancing analytical capability in the NHS: Recommendations

1. Organise for strategic analysis

Analysts and their teams should:

- Be separate to BI/data teams, though with extensive interactions and matrix working where possible
- Be led by skilled analysts who are supported to be effective leaders with accredited leadership and technical development programmes
- Each ICS should establish a team that acts as its focal point for strategic analysis These teams should have a designated 'Chief Analyst'.

Regional analytical networks should:

- Exist in each region and be 'owned' by the constituent ICSs, with the objective of advancing analytical advancement in their region
- Resource a development function to deliver a structured education programme, support professional networks and undertake scale activities on behalf of the network

Advancing analytical capability in the NHS: Recommendations

2. Use learning and career progression maps

Analysts and their teams should:

- To use the descriptions of high performing, strategic analytics teams, the typology of strategic analytics and career pathways to identify their learning needs and meet these needs via available learning opportunities which includes the “art and craft” of strategic analysis
- Analytical teams should develop a team learning strategy in conjunction with their regional network (as proposed) which maps out a coherent plan that combines individual development with team development

Advancing analytical capability in the NHS: Recommendations

3. Set aside protected development time

Analysts and their teams should:

- All analysts working in the NHS should have a right to protected learning time and resource to support self-development as part of local, regional and national learning networks. This learning time should be built into job descriptions and a national minimum expectation of protected learning time set.

Regional analytical networks should:

- Deliver a structured education programme based on a learning strategy for each ICS
- Be in receipt of national resources to advance analytical development, deployed through the network

Advancing analytical capability in the NHS: Recommendations

4. Undertake strategic analytical projects

Analysts and their teams should:

- Work on a project basis focussed on clear questions set in an environment which commits to embracing the outputs in planned decision-making processes

Regional analytical networks should:

- Prioritise regional strategic projects with system leaders to be undertaken on behalf of members
- Have knowledge mobilisation capability to maximise learning, sharing and avoid unnecessary duplication

Advancing analytical capability in the NHS: Recommendations

5. Connect with regional and national analysts and decision support networks

Analysts and their teams should:

- Connect with appropriate networks e.g. the Midlands DSN Analysts Network; The NHS-R Community; AnalystX; NHS Python Community:

Regional analytical networks should:

- Support ICS Boards to be trained in and supported to adopt methods around Decision Quality
- Provide opportunities for analysts to apply developing skills
- Support ICSs to advance the use of analytical apprenticeships/careers as an 'anchor institute opportunity'
- Nominate a Chief Network Analyst to represent it nationally

Next steps

Much of this work is already in train as part of the Decision Support Network

Questions for the group:

1. Do these recommendations make sense for your systems?
2. How can we advance them as a group?