



Maguire Healthcare Course Catalogue

2020/21





Content

All courses listed in this directory can be tailored to specific requirements and the content shown here is a guide as to what may be included. Please talk to our **specialist healthcare training team on 01623 810505** about learning & development solutions, which can range from a one day course to a multi-module development programme which uses a blend of classroom based training, personal coaching and e-learning modules. Maguire learning & development programmes can be nationally accredited and all Maguire training delivery is CPD Certified.

Courses and programmes:

Leadership & Management Development

- Introduction to Leadership See Page 5
- Leadership & Management See Page 6
- Senior Leadership for Doctors See Page 7
- Team Building in the NHS See Page 8
- Teams & Team Negotiation See Page 9
- Teams & Communication See Page 10
- Teams & Creative Thinking See Page 11
- Teams & Creating High Performance See Page 12
- Teams, Change & Building Resilience See Page 13
- Managing Discipline & Grievance See Page 14
- Motivating Skills for Managers See Page 15
- Conflict Management See Page 16
- Negotiation Skills See Page 17
- Effective Communication Skills See Page 18
- SAS Doctors as Clinical Leaders See Page 19
- Managing yourself and your team through change See Page 20
- Senior Leadership for Doctors See Page 21-22
- Leadership & Management for the New Consultant See Page 23-24
- Tackling Bullying and Harassment in the NHS See Page 25-26
- Authentic Leadership – Coaching See Page 27
- Authentic Leadership – Training See Page 28

Appraisal

- Getting the Most from Your Appraisal See Page 29
- Appraisal Skills & Revalidation for Appraisers See Page 30-31
- Appraisal Skills & Revalidation for the Appraisee See Page 32-33
- Reflection – Making it work for you See Page 34





Teaching and Coaching

- Teach the Teacher in the NHS See Page 35
- Advanced Teach the Teacher in the NHS See Page 36

Personal Development

- Unlocking your Potential See Page 37
- Personal Effectiveness & Managing Work / Life Balance See Page 38
- Time, Task & Planning Skills See Page 39
- Influencing & Assertiveness See Page 40
- Handling Difficult Conversations See Page 41
- Presentation Skills See Page 42
- High Impact Presentation Skills See Page 43
- Advanced Communication Skills in the NHS See Page 44
- Human Factors in Healthcare See Page 45
- Advanced Human Factors See Page 46
- Social Intelligence See Page 47
- Dementia Awareness See Page 48
- Resilience Champions (SAS Doctors) See Page 49
- Breaking Bad News See Page 50
- Unlocking your Potential See Page 51

Wellness and Self Care

- Developing Resilience See Page 52
- Managing Pressure and Stress in the NHS See Page 53
- Mental Health First Aider Training (MHFA accredited) See Page 54
- Mental Health Awareness Champions (MHFA accredited) See Page 55
- Mental Health Awareness for Managers See Page 56-57
- Self-Care & Wellbeing See Page 58
- Mindfulness – An Introduction See Page 59
- Mindfulness – How it can work for you See Page 60
- Mastering Stress & Anxiety See Page 61-62





Career Development

- Job Planning See Page 63
- Workplace Based Assessments See Page 64
- Training & Assessment for Educational Supervisors See Page 65
- Job Planning and Progression Through Threshold Two See Page 66
- Clinical Governance & Audit See Page 67
- Improving Patient Experience and Clinical Excellence See Page 68
- Managing Change in the NHS See Page 69
- Managing Complaints and Clinical Accountability See Page 70-71
- Understanding Politics of the NHS See Page 72
- Clinical Supervision in the NHS See Page 73
- Educational Supervision in the NHS See Page 74
- Cross Cultural Communication See Page 75
- Ethical Language Skills See Page 76
- Building an NHS Business Case See Page 77
- Motivational Interviewing See Page 78
- CESR (Certificate of Eligibility for Specialist Registration) See Page 79
- Neuro Linguistic Programming for Doctors See Page 80
- Motivational Change for Patients See Page 81
- Psychological Safety See Page 82
- Self –Perception See Page 83
- Emotional Intelligence See Page 84
- Progression through Threshold See Page 85
- HR for HR Managers See Page 86
- Understanding the changing face of the NHS See Page 87

Apprenticeships

See Page 88

- Team Leadership ,Supervisor -Level 3
- Management Development - Level 5
- Customer Service Practitioner –Level 2
- Customer Service Specialist – Level 3
- Associate Project Manager – Level 4





Leadership & Management Development

Introduction to Leadership

Who Would Benefit

All those healthcare professionals with responsibility for leading and motivating others.

Course Description

The Healthcare Leadership model was set up by the NHS to encourage doctors to take responsibility for leading their teams in professional and effective ways.

This programme is based on the model and provides doctors with the necessary skills and competencies to have a feeling for what is required to lead and manage their teams successfully. It is a day for self-reflection and determining your own self-awareness and the type of leader you want to become. The workshop explores core skills and competencies to enhance your own development.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes

At the end of this programme the delegate can:

- Explain the differences between leading and managing
- Identify key leadership behaviours
- Recall leadership styles
- Demonstrate delegation skills and explain how to use them
- Understand team behaviour and motivation
- Provide feedback on performance

The Programme Includes:

- The 7 core values of an NHS Manager
- The differences between leading and managing
- Identifying your own leadership qualities
- Role and function of the leader
 - Scope of responsibility
 - Characteristics of an effective leader
- The 4 leadership styles including delegation
- Leading a high performing team-introduction
- Teams and team working
 - Getting the most from your multi-disciplinary team
 - The high performance team-how to get your team to perform
- Motivation skills ~ an overview
- Managing team performance
 - Maintaining good performance
 - Dealing with poor performance
- Leaders providing feedback





Leadership & Management

Who Would Benefit

All those healthcare professionals wishing to enhance their leading and motivating others.

Course Description

Delegates will learn the essentials of leadership & management. The NHS is encouraging clinicians to develop their leadership skills with ever increasing determination. The programme is designed to help and support doctors to achieve the organisational needs. The delegate will learn and develop skills and techniques which they can take back into the work place and use practically.

CPD Points: 12

Recommended No of Days: 2

Learning Outcomes

At the end of this programme the delegate can:

- Explain the differences between leading and managing
- Develop their own individual style through awareness of the 4 different styles
- Name the Key skills of mentoring
- Describe Management by Objectives (MBO)
- List the 7 ways to influence others and using them in discussion or negotiation
- Define stages a team passes through to achieve its potential
- Recognise their own team roles

The Programme Includes:

Module 1: Leadership Competencies:

- Leadership and Management - what's the difference?
- The key skills of mentoring including communication and coaching

Module 2: Managing Change:

- Why change is positive ~ The Kaizen effect and continuous improvement

Module 3: Building the Team:

- Understanding how a team performs
- Knowing your own team role / Delivering vision and creating team values





Senior Leadership for Doctors

Who Would Benefit

All those healthcare professionals wishing to enhance their leadership skills.

Course Description

The NHS is encouraging clinicians to develop their leadership skills with ever increasing determination. This programme is designed to help and support doctors to achieve the organisational needs. The delegate will learn and develop skills and techniques which they can take back into the work place and use practically.

CPD Points: 12

Recommended No of Days: 2

Learning Outcomes

At the end of this programme the delegate can:

- Develop their own individual style through awareness of the 4 different styles
- Design and organize a performance management system
- Understand Management by Objectives (MBO)
- List the 7 ways to influence others and using them in discussion or negotiation
- Understand the stages a team passes through to achieve its potential
- Highlight their own team role

The Programme Includes:

Module 1: Leadership Competencies:

- Leadership styles
- Developing your own leadership style
- Using flexible leadership (directing, coaching, supporting & delegating)

Module 2: Key Leadership Skills

- Understanding your strategic responsibilities
- Creating vision
- Building cultures, values & beliefs

Module 3: Performance, leading your team:

- Performance management systems: managing the team and myself
- Management by objectives (MBO)

Module 4: Leading a high performing team:

- Understanding how a team performs
- The key stages of team development and the leaders role at each stage
- Knowing your own team role
- Working in multi-disciplinary teams

This programme relates directly to the core competencies within the Healthcare Leadership Model and the GMC Good Medical Practice framework. All exercises are designed to enable reflection and development of an action plan to assist PDP enhancement and help towards appraisal and subsequently revalidation.





Team Building in the NHS

Who Would Benefit

All those responsible for managing teams and team building in the NHS.

Course Description

Delegates will learn the essentials of team building. The NHS is changing and there has never been greater emphasis on each individual team member taking responsibility for their share of the team achievement. Maguire Healthcare has a series of one and half day modules that can be mixed and matched together to form outstanding one, two or more programmes. Depending on the needs of the Trust, the team or individuals, there will be a module for everyone. Although team building is meant to be fun and highly enjoyable, each module is under-pinned with essential key skills required to meet either the Healthcare Leadership Model, the GMC Good Medical Practice Framework, reflective practice for appraisal and revalidation as well as leadership essentials for the Foundation Doctor Framework.

The aims of this programme are to give an overview of the stages through which teams develop and the role of the leader at each stage. It also heightens the delegates appreciation of their own supporting role to help their team achieve its' goals.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes

At the end of this programme the delegate can:

- Create a team ethos
- Allow leadership styles to be encouraged and flourish through activity
- Give and receive feedback on activities and recognise importance of feedback
- Appreciate the elements of team development and the leaders role at each stage
- Build a strategic picture of your team and how to overcome skill gaps
- How to create the key leadership skills for differing situations

The Programme Includes:

Core Modules

- Defining a great and effective team
- Identifying team strengths and weaknesses
- Team role analysis
- Establishing team goals
- Handling difficult scenarios
- Giving feedback
- How to measure success

Supplementary Modules

- Teams & team negotiations – ½ day
- Teams & communication – ½ day
- Teams & creative thinking – ½ day
- Teams creating high performance – ½ day
- Teams dealing with change & building resilience – ½ day
- Leading a team through flexibility in styles – 1 day





Teams & Team Negotiations

Who Would Benefit

All those responsible for managing teams and team building in the NHS.

Course Description

Delegates will learn the essentials of team negotiations. The NHS is changing and there has never been greater emphasis on each individual team member taking responsibility for their share of the team achievement. Maguire Healthcare has a series of one and half day modules that can be mixed and matched together to form outstanding one, two or more programmes. Depending on the needs of the Trust, the team or individuals, there will be a module for everyone. Although team building is meant to be fun and highly enjoyable, each module is under-pinned with essential key skills required to meet either the Clinical Leadership Competency Framework, the GMC Good Medical Practice Framework, reflective practice for appraisal and revalidation as well as leadership essentials for the Foundation Doctor Framework.

Negotiations are usually seen as an individual skill where you pit yourself against an 'opponent' to achieve a satisfactory outcome or win/win situation. Team negotiations differ in that they focus individuals to perform a specific role to achieve an outcome for the team. This half day module allows participants to have a 1 to 1 negotiation to determine their 'expert' roles, then build a team to negotiate with another team and check outcomes.

CPD Points: 3

Recommended No of Days: ½

Learning Outcomes

At the end of this programme the delegate can:

- Recognise their own skills in a negotiation
- Develop planning skills to achieve a win/win outcome
- Practice in a team negotiation the 3 roles for a successful outcome

The Programme Includes:

- Negotiation essentials
- **Activity – the Flat Clear Out**
 - Allows participants to review their own negotiation skills
 - Working with variables, WEB and planning
 - The three key negotiation roles and their required skills
- **Activity – The Hotel conference**
 - Feedback on this team negotiation and how each participant undertook each role.
- Review course and personal expectations and outcomes





Teams & Communications

Who Would Benefit

All those responsible for managing teams in the NHS.

Course Description

Delegates will learn the essentials of team communications. The NHS is changing and there has never been greater emphasis on each individual team member taking responsibility for their share of the team achievement. Maguire Healthcare has a series of one and half day modules that can be mixed and matched together to form outstanding one, two or more programmes. Depending on the needs of the Trust, the team or individuals, there will be a module for everyone. Although team building is meant to be fun and highly enjoyable, each module is under-pinned with essential key skills required to meet either the Clinical Leadership Competency Framework, the GMC Good Medical Practice Framework, reflective practice for appraisal and revalidation as well as leadership essentials for the Foundation Doctor Framework.

With all the modern technology at our disposal, communications should, arguably be, improving at every level of the NHS. To ensure that you have the right attributes to achieve successful team communication, this course is essential. Exploring barriers to why communication breaks down, it allows participants to practice, evaluate and feedback on how the team and they as an individual performed.

CPD Points: 3

Recommended No of Days: ½

Learning Outcomes

At the end of this programme the delegate can:

- List the barriers to effective team communications
- Explain key, essential skills such as descriptors and listening
- Through participation describe the key elements in team communication and how the practical elements can be transferred to the work-place

The Programme Includes:

- **Effective communication:**
- **Activity: Blind Shapes:**
 - Feedback and review this activity
 - Understand the importance of reducing barriers in communication
- **Activity: The Rope:**
 - Feedback on this team communication exercise and how each participant can improve their own communication for the benefit of the team
- **Activity: How to improve strategic communication**
- Review course and personal expectations and outcomes





Teams & Creative Thinking

Who Would Benefit

All those responsible for managing teams in the NHS.

Course Description

Delegates will learn the essentials of team communications. The NHS is changing and there has never been greater emphasis on each individual team member taking responsibility for their share of the team achievement. Maguire Healthcare has a series of one and half day modules that can be mixed and matched together to form outstanding one, two or more programmes. Depending on the needs of the Trust, the team or individuals, there will be a module for everyone. Although team building is meant to be fun and highly enjoyable, each module is under-pinned with essential key skills required to meet either the Clinical Leadership Competency Framework, the GMC Good Medical Practice Framework, reflective practice for appraisal and revalidation as well as leadership essentials for the Foundation Doctor Framework.

Utilizing the strengths of the team for creative ideas is not new. However, the idea creation practiced on this programme will help team members to 'feel' the activities and understand how effective they can be. Exploring both logical and lateral thinking and using different methodology, the course is designed to focus each individual on the processes and rewards which team thinking can bring.

CPD Points: 3

Recommended No of Days: ½

Learning Outcomes

At the end of this programme the delegate can:

- Explain the importance of idea generation
- Apply logical thinking to re solve issues
- Show how to use lateral thinking and how to move 'outside the square'
- Recall several ways to generate ideas

The Programme Includes:

- Creative thinking
- **Activity: the Paper Clip:**
 - Feedback and review this activity
- **Activity: Logical thinking**
 - Feedback and review this activity
 - Understand how personalities apply logic to their thinking and problem solving
 - A review of the different ways that ideas can be generated
- **Activity: Lateral thinking**
 - Feedback on this team communication exercise and how each participant can improve their own communication for the benefit of the team
- **Activity: How to improve strategic communication**
- Review course and personal expectations and outcomes





Teams & Creating High Performance

Who Would Benefit

All those responsible for managing teams in the NHS.

Course Description

Delegates will learn the essentials of creating high performance. The NHS is changing and there has never been greater emphasis on each individual team member taking responsibility for their share of the team achievement. Maguire Healthcare has a series of one and half day modules that can be mixed and matched together to form outstanding one, two or more programmes. Depending on the needs of the Trust, the team or individuals, there will be a module for everyone. Although team building is meant to be fun and highly enjoyable, each module is under-pinned with essential key skills required to meet either the Clinical Leadership Competency Framework, the GMC Good Medical Practice Framework, reflective practice for appraisal and revalidation as well as leadership essentials for the Foundation Doctor Framework.

This programme highlights the essential elements of creating teams which can consistently perform at a high level. It may involve multi-disciplinary teams which brings other complications for the leader. This programme gives participants a guide to how they review their team and achieve consistent and effective productivity for their Trust.

CPD Points: 3

Recommended No of Days: ½

Learning Outcomes

At the end of this programme the delegate can:

- Explain how to assess the skill levels of the team members
- Discover how to coach individuals to achieve potential
- Design a performance management system based on feedback

The Programme Includes:

- What makes a team effective?
- **Activity: Skills assessment:**
 - Feedback and review this activity
 - What makes an effective coach?
- **Activity: Coaching exercises:**
 - Feedback and review this activity
 - Understand how to motivate team members
- **Activity: Goal setting and management by Objectives:**
 - Feedback on this team exercise
- Review course and personal expectations and outcomes





Teams & Change & Building Resilience

Who Would Benefit

All those responsible for managing teams in the NHS.

Course Description

Delegates will learn the essentials of teams, change and building resilience. The NHS is changing and there has never been greater emphasis on each individual team member taking responsibility for their share of the team achievement. Maguire Healthcare has a series of one and half day modules that can be mixed and matched together to form outstanding one, two or more programmes. Depending on the needs of the Trust, the team or individuals, there will be a module for everyone. Although team building is meant to be fun and highly enjoyable, each module is under-pinned with essential key skills required to meet either the Clinical Leadership Competency Framework, the GMC Good Medical Practice Framework, reflective practice for appraisal and revalidation as well as leadership essentials for the Foundation Doctor Framework.

There has-probably-never been greater change in the organisation or the world, than that which is happening now. At every level, from strategic to a personal level, we are all affected by these changes.

This programme is designed to help the team leader appreciate how to cope with change and build resilience into the team, as well as the individual.

CPD Points: 3

Recommended No of Days: ½

Learning Outcomes

At the end of this programme the delegate can:

- Explain the importance of dealing with change
- Build a list of core, resilience characteristics
- Create strategic awareness and their responsibility to achieve success

The Programme Includes:

- **Change:**
 - Strategic approach to change
 - How change affects us
 - Resilience characteristics
- **Activity: Building Trust exercises:**
 - Feedback and review these activities
- **Activity: Positivity:**
 - Feedback and review this activity
- **Activity: How to implement strategic change**
- Review course and personal expectations and outcomes





Managing Discipline & Grievance

Who Would Benefit

Managers, team leaders and supervisors who are new to the role, have received no formal tuition or in need of a refresher on the subject.

Course Description

Delegates will learn the essentials of managing the discipline and grievance procedure. This course is designed to help managers to deal specifically with poor performance and managing discipline and will also help them to create an environment in which people perform effectively. In addition, managers will be taught to give and receive constructive feedback to ensure positive working relationships are maintained and to handle performance problems correctly.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes

At the end of this programme the delegate can:

- Explain how personalities differ
- Display an understanding of people behaviour
- Explain the disciplinary procedure and the essentials of employment law
- Demonstrate effective people management and communication skills
- Give example of good decision making / judgement

The Programme Includes:

- The responsibilities of the supervisor/manager
- The consequences of ignorance
- Identifying performance problems and conflict
- Detecting the early signs & specific issues
- Formal and informal monitoring/control system
- Setting clear objectives
- Support to improve performance
- The discipline & grievance procedure
- How to manage it correctly
- Influencing work rate
- Dealing with performance problems
- Formal & informal disciplinary processes
- Employment legislation
- The scope of the law & applying the law
- The employee's rights
- The employer's rights
- The cost of dismissal
 - To the individual
 - To the company





Motivating Skills for Managers

Who Would Benefit

Managers at all levels and team leaders who wish to learn more about what motivates teams and individuals to greater performance.

Course Description

Delegates will learn that finding the key to what inspires and motivates people is never easy. It has often been said that motivating individuals is much harder than creating an environment in which people are motivated – this is the key to team motivation.

The main aim of this workshop is to explore in great detail the theories of motivation, what motivates people and to find ways of helping delegates to be creative, decisive and positive about motivating teams; Be part of the solution, not the problem.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes

At the end of this programme the delegate can:

- Explain what motivates and de-motivates others
- Demonstrate creative thinking in dealing with others
- Identify how to best influence the environment
- Recognise signs of motivation
- Recall the key psychological factors behind successful motivation

The Programme Includes:

- Defining motivation
- Drivers for creating the right environment
- Motivated - why?
- De-motivated - why?
- The theories of motivation
- Maslow / Herzberg / McGregor
- Practical motivation solutions
- Understanding behaviour
- Dealing with difficult situations
- Analysing the team personalities
- Stimulation / boredom
- Managing expectations





Conflict Management

Who Would Benefit

This course is aimed at anyone who has not received any formal tuition in how to handle difficult people and scenarios or those in need of a refresher in how to diffuse and manage potential conflict.

Course Description

Delegates will learn how to understand conflict management and dealing with difficult situations as well as the main elements which encompass this complex area of personal and professional development.

The content is suitable for anyone wishing to understand their and others behaviour during stressful and conflict related issues. New strategies and techniques will help them to gain a better understanding of how to manage conflict and the whole area of conflict management within themselves and with others

CPD Points: 12

Recommended No of Days: 2

Learning Outcomes

At the end of this programme the delegate can:

- Define assertive versus aggressive behaviour
- Explain people behaviour & emotional drivers
- Prioritise and manage expectations in others
- Recognise & diffuse aggression
- Apply powerful communication skills when dealing with difficult situations

The Programme Includes:

- Communication and behaviour
- The anger cycle
- Conflict management style inventory
- The 5 warning signs of aggressive behaviour
- The effect and emotion of anger
- Personal communication style indicator
- Handling conflict using various methods
- Dealing with conflict instrument ~ Kilmann
- The Mount Anger model
- Strategies for effective conflict communication
- The traffic light model for situational assessment





Negotiation Skills

Who Would Benefit

This course is aimed at any professional who has not received any formal training in negotiation skills.

Course Description

Delegates will learn the mechanics of a good negotiation. All sales people need to be able to determine when the sale has been successful and where the negotiation starts. This can be an uncomfortable point in the process of winning the business on mutually acceptable terms and conditions for some people.

This course highlights the 'mechanics' of the negotiation and how to deal powerfully with resistance and manipulation.

CPD Points: 12

Recommended No of Days: 2

Learning Outcomes

At the end of this programme the delegate can:

- Explain advanced negotiation techniques
- State key influencing skills
- Describe powerful advanced questioning techniques
- Give examples of how to establish control
- Produce a structured approach to negotiating

The Programme Includes:

- An examination of equality and power
- Structure & strategy - 5 key stages
- Timing & negotiation
- When to start
- Avoiding price war
- Targets
- Shopping lists
- Variables & trading
- Negotiation techniques
- Essential personal skills
- Dealing with deadlock
- Tricks & gambits
- Commitment & agreement





Effective Communication Skills

Who Would Benefit

All employees wishing to improve their interactions and effective communication skills with patients and with others will benefit from this course.

Course Description

Delegates will learn the value of powerful communication in a variety of scenarios. The main aim of this course will be to help delegates improve their communication skills both individually and within their team. The content will also explore in great detail how to gain an understanding of the benefits of effective communication and the principles of improved relationships and communicating with confidence.

They will be able to state the barriers to communication and ways of overcoming them.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes:

At the end of this programme the delegate can:

- Explain and understand communication channels
- Distinguish situational communication styles
- Demonstrate how to build rapport quickly and easily
- Show to how understand and adapt your personal presentation style
- Display use of powerful language

The Programme Includes:

- Barriers to communication & why communication fails
- Selecting the correct method of communication
- Understanding different personalities
- Adapting your communication style – Questioning / Listening skills
- Promoting a two way conversation – The power of language
- Non-verbal forms of communication and behaviour
- Eye contact / body language
- Building rapport and why it breaks down
- Influencing and assertiveness and assertive v's aggressive
- Influencing skills and body language
- Dealing with difficult situations / people and managing conflict
- Handling manipulation – Hints and tips on the art of persuasion





SAS Doctors as Clinical Leaders

Who Would Benefit

SAS Doctors who wish to develop their voice and aspire to give expert leadership within the NHS, driven by clinical skills, deep knowledge and advocacy of patient interests.

Course Description

The day includes thinking about how communication shapes team culture, and the impact of the leader's language and communication style on team performance. They will also think about how they would like to establish their own voice and their professional identity as a leader, so that they can communicate effectively with personal authority, authenticity, and impact.

Participants begin the programme by attending the compulsory one-day introduction, Language of Leadership - Leadership Essentials. By the end of the introductory day, participants will have designed their own personalised professional development programme, in line with GMC guidelines.

Participants will also receive a resource pack.

CPD Points: 6

Recommended No. of Days: 1

The Programme Includes:

During the introductory Language of Leadership - Leadership Essentials day, participants will be asked to choose a minimum of four out of eight modules (across 2 to 3 years) to attend; to complete their personalised programme.

- Is it just me? Working with Different Personality Type
- Playing to your Strengths
- Challenging Situations and Difficult Conversations
- Personal and Team Resilience
- Communicating with Assertiveness
- Giving and Receiving Feedback: Creating a No-Blame Culture
- Delegating without Abdicating
- Sustainable Change Management





Managing Yourself & Your Team through Change

Who Would Benefit

Anyone who works in a fast-paced environment or who is responsible for managing teams.

Course Description

Delegates will learn to develop their understanding of their own reactions to managing through change and how to support their team members through change management as it occurs. They will understand how people commonly react to unexpected and/or major change and identify ways of managing their own reactions to the changes that will be occurring understand how to support their team through periods of managing change.

CPD Points: 6

Recommended No. of Days: 1

Course Location: To be determined by Client

Learning Outcomes

At the end of this programme the delegate can:

- Explain the value of change and why it's 'normal'
- Describe how to create a vision of change to achieve objectives
- Demonstrate effective communications
- Show use of change management models effectively
- Display an understanding of powerful influencing techniques

The Programme Includes:

- Current position/views/values/attitudes
- The nature of change
- Human factors and how people react to change
- Personal influence on change
- Building adaptability and flexibility
- Coaching others through the change process
- Communicating change
- Cementing your vision
- Organisational objectives





Senior Leadership for Doctors

Who Would Benefit

All healthcare professionals wishing to enhance their leadership skills.

Course Description

The NHS is encouraging clinicians to develop their leadership skills with ever increasing determination.

This programme is designed to help and support doctors to achieve the organisational needs and develop skills and techniques which they can take back into the work-place and use in a practical fashion.

Based on the Healthcare Leadership Model, the programme gives plenty of opportunities for delegates to understand and then develop their skills through effective learning, open discussions, case studies and practical, hands-on awareness.

This programme relates directly to core competencies within the Healthcare Leadership Model and the GMC Good Medical Practice Framework.

All exercises are designed to enable reflection and development of an action plan to assist PDP enhancement and help towards appraisal and subsequently revalidation.

The mid-term project will be based on actual delegate projects.

CPD Points: 12

Recommended No. of Days: 2

Course Location: To be determined by Client

Learning Outcomes

By the end of the programme, the delegate can:

- Develop their own individual style through awareness of the 4 different styles
- Design and organise a performance management system
- Understand Management by Objectives (MBO)
- Understand the stages a team passes through to achieve its' potential
- Highlight their own team role
- Develop motivation in the team
- Take a project and convert it into a workable and practical plan

The Programme Includes:

Day 1:

- Module 1: Leadership Competencies:
 - Differentiating management from leadership
 - Understanding great leadership qualities





- Level 5 leadership
- Leadership styles
- Developing your own leadership style
- Using flexible leadership (directing, coaching, supporting and delegating).
- Leading change
- Module 2: Key Leadership Skills
 - Understanding your strategic responsibilities
 - Creating vision
 - Building cultures, values and beliefs
 - Creating, designing and delivering your business plan
 - The key elements of your plan and using the NHS template to initialise your project
 - Elements of managing a project

Project: Between days one and two, delegates will work on a real-life, real-time project with specific aims and objectives. This will be discussed at the beginning of day2.

Day 2:

- Review projects in open discussion (30 minutes)
- Module 3: Performance, leading your team
 - Performance management systems: managing the team and myself
 - Management by Objectives (MBO)
 - Case study
- Module 4: Leading a high performing team:
 - Understanding how a team performs
 - The stages of team development and the leaders' role at each stage
 - Knowing your own team role
 - Working in multi-disciplinary teams
 - Leading team meetings/briefings
 - The communication plan
 - Motivation exploration
 - Team building exercises
- Review personal objectives, summary & close





Leadership and Management for the New Consultant

Who Would Benefit

All newly appointed consultants.

Course Description

The principle of working in a learning environment changes to one of leading others and brings with it extra and new responsibilities.

This programme is aimed at those newly appointed consultants who have to face leadership and managerial challenges and covers a broad range of practical hands-on learning, alongside the essential knowledge that is needed to help and support the decision-making process.

To underpin the workshop learning, there are e-learning support modules available if required.

CPD Points: 12

Course Category: Healthcare

Recommended No. of Days: 2

Course Location: To be determined by Client

Learning Outcomes

By the end of the programme, the delegate can:

- Understand the true role and responsibilities of a consultant in the modern NHS
- Gain the leadership and management skills necessary to lead from 'the front'
- Linking goals, vision and values to your leadership role
- Build presence as a new leader using the four leadership styles
- Ensure the management and delivery of a safe and robust clinical service
- Learn to work with the wider stakeholder agenda
- Become an exceptional mentor to up-coming junior staff





The Programme Includes:

Module 1: The roles and responsibilities of the new consultant

- The consultant role in modern healthcare
- Effective solutions to everyday issues
- What are the key elements to make an effective transition?
- Understanding Trust priorities, their drivers and impact
- Trust versus clinical responsibility
- Effectively communicating to the broad range of stakeholders
- Job plan impact

Module 2: Leading from 'the front'

- Understanding the four styles of leadership and when to deploy each one-directing, coaching, supporting and delegation.
- Setting strategic direction including performance management systems, culture changes, having vision and developing values
- Principles of trust and probity

Module 3: Building and leading a team

- What makes an effective team?
- Team roles and specialities
- The stages of team growth and your role at each stage
- Resolving difference and conflict

Module 4: Risk & Governance

- Understanding the consultant's balance of responsibilities
- Engaging the whole team in clinical governance
- Managing identified risk - protection of self, team & Trust
- Management of complaints
- Avoiding complaint escalation

Module 5: Managing change and projects

- Defining the stakeholders in modern health
- Creating an environment for change
- Building resilience in your team and self

Module 6: Creating a successful teaching environment

- Structure in your organisational management of teaching
- The KIM model for structure, assessment and feedback
- Conducting a Teaching needs analysis
- Creating an effective support, mentoring & supervision framework
- When you have concerns about juniors





Tackling Bullying and Harassment in the NHS

Who Would Benefit

Managers, team leaders, supervisors and all other staff.

Course Description

Tackling bullying in the NHS. The 2017 NHS Staff Survey shows that bullying and harassment remains an extensive problem in the health sector with 24 per cent of all NHS staff (one in four people) having reported that they have experienced bullying in some way. This intensive and involving course guides participants to recognise:

- What are harassment and bullying?
- What is the legal position?
- Your role eliminating harassment and bullying
- How your behaviour could be perceived
- Planning to prevent harassment and bullying
- Bystander actions and encouraging action
- How to act if it does happen

At the end of the day, they are helped to prepare personal action plans and commitments to prevent or handle bullying and harassment in their workplaces.

CPD Points: 6

Course Category: Healthcare

Recommended No. of Days: 1

Course Location: To be determined by Client

Learning Outcomes

- Explain what constitutes harmful behaviour
- Plan to set boundaries with their teams
- Explain the implications of bullying and harassment
- Explain the current legal position and how they can help protect all employees
- Identify & describe their role as a leader, people manager, team member or bystander
- Describe what to do if you feel that they have been a victim of harassment

The Programme Includes:

- What we mean by harassment and bullying
- What is the culture within the NHS?
- The costs of bullying and harassment and the benefits of eliminating them
- What the law says and how it affects us
- What is your experience of bullying or harassment?





- Signs and symptoms
- OK or not OK? exercise
- How can behaviour be perceived and how we can manage that
- What do we have to do to eliminate bullying and harassment?
- How to respond to complaints
- What if it happens to you?
- Bystander actions and empowering bystanders
- Individual action planning and personal commitments





Authentic and Deliverable Senior Management Training

If it is your first step into senior leadership (clinical or non-clinical) and you are searching for transformational proven approaches to leadership, Maguire Training have a number of highly effective programmes that deliver proven results and enable delegates to engage at the level that is right for them. These include one to one coaching, small group work and relevant project work. The programmes can be training or coaching led and will be tailored to the group.

Management and Leadership training courses are delivered by trainers with real-world NHS experience, who encourage the best from delegates who leave with a deeper understanding of how to improve their performance and effectiveness as leaders.

Please give us a call to discuss your first step into this highly individual programme on 01623 810505.





Appraisal

Getting the Most from your Appraisal

Who Would Benefit

This course would benefit any employee who is about to be the subject of an appraisal with their line manager. The focus will be on how you (the subject) can get the most from the appraisal.

Course Description:

This course is specifically designed to address the needs of the employee or the 'subject' in the appraisal and not the line manager conducting the appraisal. The key objective here is to help the employee to get the most out of their appraisal meeting by preparing thoroughly, managing differences of opinion and expressing their development needs succinctly.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes

- Explain the performance appraisal process and context
- Display an understanding of the parameters of the performance appraisal
- Show knowledge of self-awareness of personal development needs
- Explain how performance is assessed and why
- Demonstrate an appreciation of differing opinions on performance and how to address gaps

The Programme Includes:

- The appraisal process explained
- Benefits of an appraisal
 - For the organisation
 - For the individual
- Rights and Responsibilities
 - How you and your manager can work together
- How to get the most from your Appraisal
 - Preparation, preparation, preparation
 - Valid discussion areas
 - Discussion areas to avoid (pay and reward, for example)
- Understanding feedback and how to evaluate differences of opinion
 - Resolving differences
- Understanding your personal development needs
 - Knowledge, skills and attitude
- Career planning and development
- Setting SMART objectives





Appraisal Skills & Revalidation for Appraisers

Who Would Benefit

Senior Doctors who need to be able to conduct appraisal interviews confidently using the GMC Practice Framework and Medical Appraisal Guide.

Course Description

The delegate will learn that conducting a successful appraisal is an integral part of the revalidation process. This in-depth programme has been designed to explain the purpose and importance of appraisal and to offer the key skills required in conducting a successful appraisal.

The programme will discuss topics such as appraisal documentation required, dealing with difficult appraisals, personal development plans and the importance of multi-source feedback.

CPD Points: 12

Recommended No of Days: 2

Learning Outcomes:

At the end of this programme the delegate can:

- Explain the relevance of the appraisal interview
- Identify and understand the 4 domains from the GMS's Good Medical Framework and what evidence to look for from the appraisee from their portfolio
- Understand the MAG and relate it to the 3 stage process
- Identify and state the key elements required for preparing to conduct an appraisal
- Understand and explain the importance of collecting evidence and the methods available
- Describe how the appraisal interview relates to performance management gaps
- Understand the importance of feedback as a technique within the appraisal process
- Understand how to deal with different personalities in a constructive and positive manner
- Build an action plan to feed into a PDP
- Understand how SMART objectives relate to the PDP
- Prepare a detailed Action Plan which sets SMART objectives with timescales
- Keep a record of their learning experiences
- How to appraise Doctors against Educational and Clinical Supervision requirements (the 7 domains of Educational Excellence)





The Programme Includes:

- Module 1 – Introduction to revalidation and appraisal requirements
- Module 2 – The 4 core domains of Good Medical Practice
- Module 3 – The Appraisal process
- Module 4 – Preparation for interviews
- Module 5 – The confidential appraisal interview
- Module 6 - Reflection & feedback
- Module 7 – Personal Development Planning





Appraisal Skills & Revalidation for the Appraisee

Who Would Benefit

All Doctors need to revalidate and have a regular appraisal based on the core guidance for doctors, the Good Medical Practice – Appraisal Framework. The purpose of revalidation is to assure patients and the public, employers and other healthcare professionals that licensed doctors are up to date and fit to practice.

Course Description

The programme is designed to outline what revalidation means to doctors, the evidence that they will have to provide, and essential tips and techniques to be fully prepared for their appraisal. The appraisal will cover the whole of the doctor's practice and show how they are meeting professional standards in everyday practice.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes:

At the end of this programme the delegate can:

- Understand the background, purpose and relevance of their appraisal interview and how it links to revalidation
- Be able to identify their Responsible Officer
- Understand the MAG and relate it to the three stage process
- Gain knowledge of the choices they can have when choosing an appraiser
- Understand the importance of collecting evidence and the methods available to them, including multi source feedback
- Identify the 4 key domains of the GMP framework and how to link examples to the evidence
- Be able to describe how the appraisal interview relates to performance management gaps and how the appraiser will be looking for actions to bridge them
- Identify and state the key elements required for preparing to be appraised and importance of careful preparation
- Explore and understand the key skills and behaviour needed to give positive outcomes for you being appraised and how to ensure you have an enjoyable experience.
- Understand the importance of feedback as a technique within the appraisal process, both to yourself and your responsibility to feedback on your appraiser.





The Programme Includes:

- Module 1: Introduction to Revalidation and Appraisal requirements
- A history of revalidation
- The background behind the process
- An introduction to the Medical Appraisal Guide (MAG)
- The role of your Responsible Officer (RO)
- Choosing your appraiser
- Module 2: Inputs to appraisal
- Collecting and providing evidence
- Sources for input including multi-source feedback
- The Good Medical Practice Framework
- Module 3: The Confidential Appraisal Interview
- Appeals
- The appraisers statement
- Appraiser feedback
- Professional Development Plan (PDP) linking to SMART objectives
- Module 4: Preparation for Interviews
- Collecting and providing evidence
- Multi-source feedback
- Module 5: Action plans and goals





Reflection – Making it Work for you

Who Would Benefit

All healthcare professionals with an E-portfolio.

Course Description

A key component of Appraisal and Revalidation demands that the process be robust and challenging. Consequently, the GMC requires Doctors to reflect on their working practice, and be able to make decisions and improve personal performance using meaningful reflection, which will help and support their appraisal.

This half day programme will seek to address the question – ‘what is meant by reflection?’ and will explore the key aspects and personal skills that are needed to ensure that the process is thorough

CPD Points: 3

Recommended No of Days: ½

Learning Outcomes:

At the end of this programme the delegate can:

- Create the right environment
- State 5 situations where you might use reflection
- Explain the 5 stage process of reflection
- List three different thinking skills
- State 4 of the advantages and disadvantages of reflection
- Communicate to your appraiser how and on what you have reflected

The Programme Includes:

- Welcome, expectations and introduction
- What is reflection?
- The stages for focussed reflection
- Advantages and disadvantages of directed reflection
- Communication and your appraisal
- Preparing to be appraised
- Practical examples and role-plays
- Close: Action points and plan for reflection





Teaching and Coaching

Teach the Teacher in the NHS

Who Would Benefit

Anyone with responsibility for instructing others in how to deliver challenging and meaningful sessions.

Course Description

An important part of every Doctor's life is the ability to take on the teaching role in a number of different capacities, from educational supervision to work place based assessments. Both the Good Medical Practice and the Clinical Leadership Competency Framework encourage doctors to develop their skills to better help and support others to achieve and create a better service for their patients. They are core skills which doctors will be assessed on each year at appraisal and your ability to constantly improve yourself are paramount to your success and career progression. This 2 day programme is designed to in-still the core skills and competencies necessary to ensure that you are teaching to the maximum of your own ability using the correct and necessary techniques.

Delegates are required to prepare one teaching session for one to one teaching on day one. This can be based on a piece of equipment or information. A 10-minute session for delivery on the second day of the programme also needs to be prepared. The choice of subject matter is totally up to the delegate.

CPD Points: 12

Recommended No of Days: 2

Learning Outcomes

At the end of this programme the delegate can:

- Identify training needs through Training Needs Analysis
- Explain the teaching process
- Display and understanding of how to adapt to different learning styles
- Show how to set key learning objectives
- Validate your teaching
- Teaching on a 1:1 basis
- Platform skills to deliver teaching effectively and timely
- Explain and use different teaching methodologies

The Programme Includes:

- The benefits of training and your role as trainer
- The teaching process
- Establishing training needs ~ Mechanisms, models and tools
- How people learn in teaching ~ Learning curves / the learning cycle
- Establishing learning objectives
- Body language and rapport
- Validating your teaching
- Teaching methodology including ward rounds, lectures, presentations
- Adapting to learning types
- Managing group dynamics and challenging learners
- Structure in teaching: Planning the session / attention curves
- Deliver a 10 minute teaching session





Advanced Teach the Teacher in the NHS

Who Would Benefit

Anyone with responsibility for instructing others in how to deliver challenging and meaningful sessions.

Course Description

Delegates will learn the value of why an important part of every Doctor's life is the ability to take on the teaching role in a number of different capacities, from educational supervision to work place based assessments. Both the Good Medical Practice and the Clinical Leadership Competency Framework encourage doctors to develop their skills to better help and support others to achieve and create a better service for their patients. They are core skills which doctors will be assessed on each year at appraisal and your ability to constantly improve yourself are paramount to your success and career progression.

During this one day programme the delegate will learn and use behavioural teaching skills to enhance their abilities. The end result are students, colleagues and peers who have been taught successfully to achieve the key learning outcomes of the curriculum, the departmental goals and the GMC standards for teaching.

CPD Points: 12

Recommended No of Days: 2

Learning Outcomes

At the end of this programme the delegate can:

- Explain their role in teaching and training others by describing the 8 elements in the skills development model
- Describe the three elements of KIM and its role in structuring their teaching.
- List the 8 teacher behaviours and use them in their practical teaching session
- Explain the implications of not using the 13 communication characteristics of teaching
- Name and use the 4 questioning techniques

The Programme Includes:

- Developing skills in others- the skill development model
- Teaching versus presentations
- Building structure into your teaching-the KIM model
- Using the 8 teaching behaviours
- The 13 characteristics of teaching communication
- Questioning to create inter-activity
- Practical teaching session
- Review personal objectives





Personal Development

Unlocking Your Potential

Who Would Benefit

Anyone wishing to become more self-aware and develop a deeper understanding of their emotions and what makes them tick.

Course Description

Delegates will learn the value of becoming more self-aware improving self-mastery and how this impacts on both your professional and personal relationships. The programme content focuses on mastering yourself and your emotions, attitude and values and will develop your inner resources and communication skills. Suitable for all managers, the programme will seek to enhance personal development and examine the mental, emotional and physical habits of an individual encouraging them to adopt a more empowering stance and therefore inspiring those around them at the same time.

CPD Points: 18

Recommended No of Days: 3

Learning Outcomes

At the end of this programme the delegate can:

- State how to control your physical, mental and emotional resources
- Explain how decisions are made
- Recognise value systems and how they drive us all
- Demonstrate powerful influencing skills
- Give examples of how self-mastery improves your relationship with others

The Programme Includes:

Day One ~ Self Mastery

- Values / State
- Meta-programs
- Outcomes & Timelines

Day Two ~ Insight into Others

- Sensory acuity - reading others
- Eliciting meta-programs - Decision making strategies of others
- Discovering values - The 4 types of people and how they are driven by 'achievement', 'recognition', 'belonging' and 'correctness'

Day Three ~ Influence

- Cialdini's theories - Influencing others
- Metaphor - The power of anecdote
- Transferring 'state' - Relaying your energy to another person
- Language patterns & overcoming resistance





Personal Effectiveness & Managing Work / Life Balance

Who Would Benefit

All employees in a pressure environment where keeping a cool head is paramount.

Course Description

Delegates will learn that personal management is an essential part of the manager's business success. People will more readily follow a leader who is confident, competent and in control and has a high level of personal effectiveness. This means creating a better work/life balance. The content will help delegates understand their own position and style clearly, their organisational and time management skills in addition to their ability to set and achieve personal goals and targets.

CPD Points: 12

Recommended No of Days: 2

Learning Outcomes

At the end of this programme the delegate can:

- Explain how to manage time effectively
- State how to set SMART objectives
- Produce a strategy for creating a work/life balance
- Select an appropriate decision making strategy
- Explain the key to staying in control and being self-aware

The Programme Includes:

- Analysis of time management ability
- Goal setting
- Setting SMART objectives
- Personal learning & development
- Dealing with interruptions / delays / downtime
- Communication
- Essential planning skills
- Creative thinking & problem solving & decision making
- Controlling & managing meetings
- Understanding your personal strengths / weaknesses
- Influencing & assertiveness
- Managing your energy, enthusiasm & commitment
- Maintaining a positive attitude





Time, Task & Planning Skills

Who Would Benefit

All employees experiencing a need to be in more control of their environment.

Course Description

Delegates will learn how to manage time more effectively as well as plan and prioritise to greater effect. The main aim of this course is to help delegates to be able to identify personal preferences which influence the management of time, tasks and their personal organisation. They will develop skills in objective setting, organising and planning and be able to demonstrate proficiency in the areas of decision making in addition to delegation up, across and down the organisation. The course will utilise a 'Time log', which each delegate will use to keep a record of his or her activities prior to the course starting (this is typically sent out with L&D your department joining instructions).

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes

At the end of this programme the delegate can:

- Demonstrate improved interpersonal skills
- Recognise priorities and dealing with them accordingly
- Display excellent personal organisation
- Explain the benefit of working to time scale and achieving goals
- Operate more efficiently and manage time wisely

The Programme Includes

- Why people fail to manage time & how effective are we now?
- Analysis of current working practices
- Personal organisation & the importance of goals
- Understanding the Pareto Principle ~ Prioritising your work
- Setting 'SMART' goals ~ The pros and cons of 'To do' lists
- Exercise - The 'Time Thieves' ~ Identifying personal time thieves
- Dealing with dead time, delays and down time
- Effective delegation ~ Dealing with colleagues and seniors
- Task Management
- Analysis/Objective/Strategy/Procedure/Checks/Assessment





Influencing & Assertiveness

Who Would Benefit

Anyone in a job role that would benefit from others wanting to help and cooperate rather than having to.

Course Description

Delegates will learn how and when to influence others and the difference between assertive and aggressive behaviour. This content will focus on those inter-personal skills that are an integral part of daily life. The ability to influence other people is an essential tool if people are to gain agreement and co-operation from others in order to achieve tasks and get things done. This course provides the necessary influencing and assertiveness skills and formulas to help managers to create a powerful influencing style with colleagues and clients alike helping to improve working relationships.

CPD Points: 12

Recommended No of Days: 2

Learning Outcomes

At the end of this programme the delegate can:

- Define influencing & persuasion techniques
- Demonstrate and understanding of different behaviours
- Show improved questioning and listening skills
- Explain how to develop strong personal confidence
- Recognise and utilise powerful body language

The Programme Includes

- Understanding different personality types
- Different personalities / Building rapport
- Giving & receiving criticism ~ 10 rules for giving feedback
- Dealing with conflict & difficult situations
- Difficult people scenarios
- Comparing influence & assertiveness
- Comparing influence and power
- Understanding who you want to influence
- Influencing skills and body language
- Dealing with manipulation
- Hints and tips on the art of persuasion
- Personal power and energy





Handling Difficult Conversations

Who Would Benefit

Anyone who wants to learn proven approaches and techniques to handling difficult and uncomfortable situations.

Course Description

Delegates will learn how to adapt their own style to suit a variety of personality types and situations that arise when conversations have to deal with sensitive or emotional issues, grievances or complaints. These have to be dealt with in a professional, polite and effective manner. Delegates will learn how to assert themselves in the most difficult conversations and to act effectively even when they are unable to offer any significant help or compensation at the time. They will also learn to deal with conflict and resist manipulation.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes:

At the end of this programme the delegate can:

- Define assertiveness and distinguish between aggression
- Explain how the behaviour of others is influenced
- Prioritise issues within the conversation
- Demonstrate personal control
- Show improved skill in communicating with others

The Programme Includes:

- Different personality styles
- Adapting personal styles
- Building rapport
- Dealing with conflict & difficult situations
- Active listening
- Assertiveness
- Saying 'No' politely & effectively
- *How* you communicate, not *what* you communicate
- Giving clear, concise and coherent information
- Examples of good and poor conversations
- Individual and group feedback on the 'best' methods
- Influencing skills to pacify angry or emotional people
- Hints and tips on the art of persuasion





Presentation Skills

Who Would Benefit

Anyone who has not received any formal training in how to make a presentation.

Course Description

Delegates will learn how to present confidently and competently bringing a greater level of personality and charisma to presentations. Designed with professional presentations to individuals and small groups of people in mind, by the end of this course delegates will be equipped with the necessary professional presentation skills to be able to deliver thoroughly engaging presentations. They will have developed personal confidence and skills in the art of persuasion and winning over an audience, in addition to learning the value of considered preparation and use of a variety of presentation aids.

CPD Points: 12

Recommended No of Days: 2

Learning Outcomes:

At the end of this programme the delegate can:

- Display greater personal confidence and skill in adapting to an audience
- Demonstrate and develop your personal style to get your message across
- Give examples of how to use visual aids and technology
- Show how to prepare, control structure and get the timing right
- Display powerful use words and body language to inspire others

The Programme Includes:

- Initial presentations
- Group and individual feedback/analysis
- Characteristics of an effective presentation
- Selecting the correct presentation style
- Physical delivery / Relaxation / Breathing
- Making the most of your voice & personal confidence
- Understanding body language
- Preparation & putting together your presentation structure
- Opening / Writing the key message
- Transitions / Closing Down
- Use of language
- Visual support - visual aids





High Impact Presentation Skills

Who Would Benefit

All employees who find themselves having to deliver formal presentations.

Course Description

Delegates will learn how to make high impact professional presentation skills. The main focus of this course will be on the individual's delivery of the presentation concentrating on developing personal presence, confidence and charisma assuming a reasonable existing knowledge of technical presentation ability. Delegates will learn to recognise and develop their own particular style of high impact presenting to help create the correct image for themselves and the company if appropriate.

CPD Points: 12

Recommended No of Days: 2

Learning Outcomes:

At the end of this programme the delegate can:

- Demonstrate high impact presentation structure and format
- Display powerful use of verbal and non- verbal language
- Create impact and personal presence
- Demonstrate effective use of visual aids
- Show professional presentation and public speaking skills

The Programme Includes:

- Initial presentations
- Developing personal presence & confidence
- The power of the visual ~ the verbal / toned / physical split
- Personal impact ~ Aggression, submission & assertion
- Using influence, communication and body language
- Using NLP techniques
- The 6 areas of concern
- Eyes/face/posture/gesture/voice/movement
- Handling nerves, energy & breathing techniques
- Energy exercises & mental re-training
- Opening and the rules of the road
- Audience Management ~ Delaying / deferring / deflecting
- Handling question & answer sessions





Advanced Communication Skills in the NHS

Who Would Benefit

As a practitioner or someone looking for advanced communication skills for Doctors you need more than opportunities to acquire a set of communication skills, approaches or values. You need to be supported to continually improve and integrate desired communication behaviours into your daily practice.

Course Description

The delegate will learn and explore how effective communication skills within medicine - or in life generally - are crucial for any successful interaction. This programme explores the possibilities of advanced communication within a healthcare setting, including interactions between people, multidisciplinary meeting skills and dealing with issues such as conflict and difficult life- threatening conversations.

CPD Points: 12

Recommended No of Days: 2

Learning Outcomes:

At the end of this programme the delegate can:

- Explain the barriers to effective communication and how to have a strategy to overcome them
- Recognize how to influence others, knowing when and when not to use each of the seven strategies
- Name the 4 styles of personalities and how to deal with them, understanding how opposites need behavioural strategies
- List the percentages used in the communication TRIAD to create rapport
- Name their assertive rights
- Identify how assertive they are and the differentiators between aggression, passivity and assertiveness.
- State how to deal with conflict
- Describe how to really listen effectively
- Describe how different people take in information and relate to different communication Styles.
- Keep a record of their learning experiences so that learning points can be reflected upon and referred to after the programme.
- Design and use a detailed Action Plan which sets SMART objectives and activities with timescales. This will enable post course reflection and link into your PDP's for appraisal

The Programme Includes:

- People skills – Networking
- Influencing others
- Communication style
- Building rapport
- People skills – Networking
- Influencing others
- Communication style
- Building rapport





Human Factors in Healthcare

Who Would Benefit

All employees who wish to understand more about the factors that influence human behaviour.

Course Description

Human Factors is the scientific discipline which is interested in the different factors which influence behaviour. These include environmental, organisational and job factors as well as individual characteristics which may influence a person's behaviour. Combined, these factors can ultimately have an impact on health and safety.

Unfortunately human error cannot be completely avoided; even the most highly trained professional can still make mistakes. This interactive training course will highlight the factors that can influence people and their behaviour and with a clear understanding of human factors, teams can be more aware of potential threats and minimise errors.

This course examines when and where things go wrong, the root causes of error and what can be done in managing these situations when faced with the stresses and strains of everyday work

CPD Points: 12

Recommended No of Days: 2

Learning Outcomes:

At the end of this programme the delegate can:

- Identify how and why critical incidences occur
- Analyse the environmental factors likely to cause critical incidences
- Understand their behaviour and how this impacts upon situations
- Understand the behaviour of others
- Identify behavioural responses under stress
- Explain how to perform more safely and effectively
- Design implementation plans to improve communication and efficiency

The Programme Includes:

Day 1

- Welcome & course introduction
- Review personal objectives
- Defining a critical incident
- Introduction to human behaviour
- Exploring your own nature
- Exploring the nature of others
- Recognising how others see the world
- Strategies to work more effectively together

Day 2

- Review of previous day and introduction to the day
- Challenging behaviours
- Managing conflict
- Assertive behaviour
- Assertive v's aggressive behaviour
- Essential communication skills
- Active listening
- Coaching for performance





Advanced Human Factors

Who Would Benefit

As someone who is responsible for improving safety and efficiency by reducing and managing human error made by individuals and organisations who work to improve individual and team performance. It would be advantageous to have attended an introduction into Human Factors course.

Course Description

This workshop covers a more focused approach on the non-technical skills in Human Factors. It considers recent advances in psychology, physiology and neuroscience and looking at how these can be applied to behaviour and to improve performance in the workplace. This includes the cognitive, social and personal resource skills that complement technical skills, and contribute to safe and efficient task delivery.

When systems are dynamic; competing efficiency targets, financial pressures, high labour turnover and conflicting initiatives that all create ideal pre-conditions for errors to occur at any time.

In analysing critical errors, the focus is more often on *what* happened instead of *why* it happened. Consideration should be given to how human memory and attention mechanisms work, how humans process information from their environment and how human performance is influenced by environmental and situational factors such as distractions and interruptions.

CPD Points: 12

Course Category: Healthcare

Recommended No. of Days: 2

Learning Outcomes

- Identity how and why behaviour influences critical incidences
- Understand personal behaviour and how this impacts upon situations
- Understand the behaviour of others
- Identify behavioural responses under stress
- Explain how to perform more safely and effectively
- Design implementation plans to improve communication and efficiency

The Programme Includes:

- Welcome & Course Introduction
- Review personal objectives
- How behaviour contributes to critical incidents
- Exploring your own behaviour and the behaviour of others
- Strategies to work more effectively together
- Challenging behaviours
- Essential communication skills
- Active listening
- Coaching for performance
- Personal Action Plan
- Review Personal Objectives





Social Intelligence

Who Would Benefit

All healthcare professionals wishing to extend their knowledge beyond simply managing and leading their teams to success.

Course Description

Social Intelligence training is a very powerful tool in improving the verbal and non-verbal communication between leaders and their teams.

Social Intelligence is essentially the understanding of how and why people behave as they do in a group and individually.

CPD Points: 6

Course Category: Healthcare

Recommended No. of Days: 1

Course Location: To be determined by Client

Learning Outcomes

- Understand how emotional competencies support development
- Explain how empathy is involved in motivating and influencing others
- Understand their behaviour and how this impacts upon performance
- Understand the behaviour of others
- Identify how to use different leadership styles in different work scenarios
- Design implementation plans to improve communication and efficiency

The Programme Includes:

- Understanding what Social Intelligence is and isn't
- How leaders use Social Intelligence to manage and lead teams
- Emotional vs Social Intelligence — the difference and similarities
- Discovering the keys to Social Intelligence
- The neuroscience of Social Intelligence
- Using Social Intelligence to manage and implement change
- Using Social Intelligence to motivate and improve productivity





Dementia Awareness

Who Would Benefit

Dementia awareness training is suitable for anyone who wants to improve their knowledge and understanding of dementia. The course is designed as an introduction to the topic of dementia and so no pre-requisite training or knowledge is needed.

Course Description

This half day course aims to enable attendees to define the term 'dementia' and recognise the main signs, symptoms and causes of the illness.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes

- To have an understanding of the condition.
- Have an awareness of the effect it may have on everyone involved.
- Be aware of the signs and symptoms.
- Recognise the stages of dementia.
- Understand how to refer patients suspected of suffering from Dementia
- How to resource support for them and their family/friends and carers

The Programme Includes:

- How dementia is defined
- The 6 pillars of prevention
- Assessment processes and testing
- The most common causes of Dementia
- Timeline of Symptoms
- What are the recognisable symptoms of Dementia?
- What are the procedures to follow if you suspect a patient may be suffering with Dementia?





Resilience Champions

Who Would Benefit

SAS doctors who want to be more confident in supporting wellbeing in themselves and their colleagues.

Course Description

Two powerful and important workshops born out of the findings from the NHS staff survey, designed specifically to address the need to try and create a mentally healthy workplace. Created to train SAS doctors to support wellbeing of themselves and colleagues in their Trust.

There are two workshops delivered 6 weeks apart with a relevant workplace project linking the courses.

CPD Points: 12

Recommended No. of Days: 1+1

Learning Outcomes

At the end of this programme the delegate can:

- Gain a better understanding mental health and stress at work
- Develop an understanding of how to help build a mentally healthy workplace, challenge stigma and support positive well-being

The Programme Includes:

- Understand how resilient attitudes and behaviours can be learned and overcome
- How to enhance performance and well-being at work
- Identifying tools and techniques for improving optimism and emotional regulation
- Build strong and supportive relationships with colleagues
- Change previous responses to pressure to more effective resilient ones
- Review case studies to apply 'real actions' in the workplace





Breaking Bad News

Who Would Benefit

This workshop is designed to give those who have to give bad news and broach difficult conversations with increased confidence. Delegates will leave the workshop with the tools and techniques to prepare them for a difficult conversation and ensure that they are supporting patients and relatives through a stressful time in their lives.

Course Description

Breaking bad news is never easy but it forms a part of many healthcare professional roles. The manner in which bad news is given can have a huge impact on the receiver. It can be so daunting and difficult that the easiest approach is to avoid it and that can often make the situation worse.

The scenarios may vary, new diagnosis, deterioration in condition or life-changing events, this workshop is designed to help you think about and prepare for different situations.

CPD Points: 6

Recommended No. of Days: 1

Course Location: To be determined by Client

Learning Outcomes

- Have an understanding of the definition of bad news
- Have an awareness of the impact of bad news
- Be able to prepare for giving bad news
- Have the techniques to give bad news with compassion and kindness
- Understand the barriers to effective communication
- Have practiced giving bad news using scenarios

The Programme Includes:

- Background and definitions
- Getting it wrong, how does it make you feel?
- How does the patient feel?
- Setting the scene - preparing for the conversation
- Using a model for giving bad news
- Good communication skills
- Understanding compassion and kindness
- Practicing the skills of difficult conversations
- Evaluation and Close





Unlocking Your Potential

Who Would Benefit

Anyone wishing to become more self-aware and develop a deeper understanding of their emotions and what makes them tick.

Course Description

Delegates will learn the value of becoming more self-aware improving self-mastery and how this impacts on both your professional and personal relationships. The programme content focuses on mastering yourself and your emotions, attitude and values and will develop your inner resources and communication skills. Suitable for all managers, the programme will seek to enhance personal development and examine the mental, emotional and physical habits of an individual encouraging them to adopt a more empowering stance and therefore inspiring those around them at the same time.

CPD Points: 6

Course Category: Healthcare

Recommended No. of Days: 1

Can this course be accredited? Yes

Learning Outcomes

- State how to control your physical, mental and emotional resources
- Explain how decisions are made
- Recognise value systems and how they drive us all
- Demonstrate powerful influencing skills
- Give examples of how self-mastery improves your relationship with others

The Programme Includes:

- Self Mastery
- Values / State
- Meta-programs
- Outcomes & Timelines
- Insight into Others
- Sensory acuity - reading others
- Eliciting meta-programs - Decision making strategies of others
- Discovering values - The 4 types of people and how they are driven by 'achievement', 'recognition', 'belonging' and 'correctness'
- Influence
- Cialdini's theories - Influencing others
- Metaphor - The power of anecdote
- Transferring 'state' - Relaying your energy to another person
- Language patterns & overcoming resistance





Wellness and Self Care

Developing Resilience

Who Would Benefit

This course would benefit all employees whether they are in a management role or not helping them to develop a positive and robust mind-set.

Course Description

Designed for business professionals who are expected to perform effectively in a highly demanding environment this workshop is designed to help delegates understand how they can develop a resilient attitude to a range of business scenarios that may in the past have created a high degree of anxiety.

CPD Points: 12

Course Category: Healthcare

Recommended No. of Days: 2

Learning Outcomes

- Recognise and explain how your level of resilience has increased
- Display an enhanced level of performance & well-being at work
- Describe how to sustain peak levels of performance
- Show how to develop levels of adaptability, flexibility & confidence
- Explain how your motivation can impact on the morale of your team

The Programme Includes:

- Welcome, introduction & review personal objectives
- Understand how resilient attitudes and behaviours can be learned
- How to enhance performance and well-being at work
- Be able to sustain performance and effectiveness under pressure
- Regard change as a challenge and an opportunity
- Developing the ability to bounce back quicker from adversity
- Have increased adaptability, flexibility and confidence
- Acquire a stronger sense of control when faced with uncertainty
- Build strong and supportive relationships with colleagues
- Identifying tools and techniques for improving optimism and emotional regulation
- Be able to maintain stamina, logic and effective behaviours
- Stay motivated and focused and help maintain morale in your team
- Change previous responses to pressure to more effective resilient ones
- Review 'real actions' to apply in the workplace
- Review personal objectives
- Summary & close





Managing Pressure and Stress in the NHS

Who Would Benefit:

Any employee who wants to know more about managing stress and its impact in the workplace – your own and that of your team and colleagues.

Course Description:

Stress is believed to account for over 30 per cent of sickness absence in the NHS, costing the service £300-400 million per year. The latest NHS annual survey found that over 38 per cent (36 per cent in 2016) of NHS staff reported that they had suffered from work-related stress.

The Health and Safety Executive defines stress as an adverse reaction that people have to excessive pressures or other types of demands placed on them. Stress can happen in different ways in different NHS organisations but there are common factors that can lead to stress and poor health.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes:

- Understand the impact of poor health and well-being
- Foster a supportive environment
- Source and offer additional resources to your team and colleagues

The Programme Includes:

- The importance of supportive leadership behaviour
- Managers supporting their staff through
 - effective communication
 - behaviours
 - engagement

Focusing on five key areas:

- Team conflict
- Staff sickness absence
- Organisational change
- Violence/ aggression
- Communications





Mental Health First Aider

Who Would Benefit

A Mental Health First Aid (MHFA Accredited) training is a course which teaches people how to identify, understand and help someone who may be experiencing a mental health issue.

Course Description

This is a MHFA Accredited course

You'll learn to recognise warning signs of mental ill health, and develop the skills and confidence to approach and support someone while keeping yourself safe. You'll also learn how to empower someone to access the support they might need for recovery or successful management of symptoms.

CPD Points: 12

Recommended No of Days: 2

Course Category: Healthcare

Learning Outcomes

- An in depth understanding of mental health and the factors that can affect wellbeing
- Practical skills to spot the triggers and signs of mental health issues
- Confidence to step in, reassure and support a person in distress
- Enhanced interpersonal skills such as non-judgemental listening
- Knowledge to help someone recover their health by guiding them to further support - whether that's self-help resources, through their employer, the NHS, or a mix

The Programme Includes:

Session 1-Day one

- Introduction to mental health
- Impact of mental health issues
- Stigma and discrimination
- What is depression?
- Symptoms of depression
- Risk factors for depression
- Depression in the workplace

Session 2-Day One

- Suicide figures
- Alcohol, drugs and mental health
- First aid for suicidal crisis
- Non-judgemental listening skills
- First aid for depression
- Treatment and resources for depression & Self-care

Session 3-Day Two

Page 53

- What is an anxiety disorder?
- First aid for anxiety disorders
- Crisis first aid after a traumatic event
- Alcohol, drugs and anxiety disorders
- Treatment and resources for anxiety disorders
- Cognitive distortions and CBT
- Personality disorders
- Eating disorders & Self-harm

Session 4-Day Two

- What is psychosis?
- Risk factors for psychosis
- Alcohol, drugs and psychosis
- Warning signs of developing psychosis
- Crisis first aid for acute psychosis
- Treatment and resources for psychosis
- Recovery and building resources
- Action planning for using MHFA





Mental Health Awareness Champions

Who Would Benefit

Suitable for all as the one day mental health awareness and skills course qualifies employees as MHFA Champions.

Course Description

Learning takes place through a mix of presentations, group discussions and workshop activities. Everyone who completes the course receives:

- A manual to refer to whenever they need it
- A workbook including a helpful toolkit to support their own mental health
- A certificate of attendance to say they are an MHFA Champion
- A copy of the Line Managers' Resource, an invaluable source of advice on how to support an employee experiencing mental ill health

CPD points: 6

Course Category: Healthcare

Recommended No. of Days: 1 day

Is this course accredited by MHFA? Yes

Learning Outcomes

- Knowledge and confidence to provide Mental Health First Aid for the most common mental health issues
- An understanding of how to help build a mentally healthy workplace, challenge stigma and support positive well-being
- A quick reference card for the Mental Health First Aid action plan

The Programme Includes:

- About Mental Health First Aid
- About mental health and stress in the workplace
- Stigma and discrimination
- Depression
- Anxiety disorders
- Other mental health issues (eating disorders, self-harm, psychosis)
- Early warning signs of mental ill health
- Alcohol, drugs and mental health
- Applying the Mental Health First Aid action plan
- Recovery
- Building a mentally healthy workplace
- Action planning for using MHFA





Mental Health Awareness for Managers

Who Would Benefit

Managers should be confident in supporting staff experiencing mental ill health.

It is important that managers are able to spot the signs of mental ill health, know how to approach conversations sensitively and how they can support staff experiencing mental ill health.

Mental health is still the elephant in the room in most workplaces – employees are reluctant to raise the subject, for fear of discrimination, while managers often shy away from the subject, for fear of making matters worse or provoking legal consequences.

Source: Mind & CIPD 2018

Course Description

This is a MHFA Accredited course

The course was developed to help people managers overcome the challenges mentioned above.

CPD Points: 12

Course Category: Management & Leadership

Recommended No. of Days: 2 days

Can this course be accredited? Yes

Course Location: To be determined by Client

Learning Outcomes

- Confidently support employee mental health at work
- Spot the warning signs of poor mental health
- Offer the right support early on
- Have the tools, ability and confidence to have sensitive conversations
- Intervene when needed, and signpost to the right support when needed





The Programme Includes:

- What we mean by stress and mental health problems
- Promoting well-being setting out why it is important to make information about mental health and well-being available to all employees
- The skills needed to be empathetic and confidently respond to mental health issues
- Empathy
- Questioning & listening
- Building Rapport
- Understanding Non-Verbal Communication
- Appropriate Non- judgemental language
- Assisting tearful and upset employees
- Managing reactions from colleagues
- The value of a positive approach that prepares individuals and the work environment for good outcomes rather than a negative approach that starts when something goes wrong.
- The recruitment process, based both on good practice and on the 2005 Disability Discrimination Act, advises managers on what to ask and what not to ask when recruiting.
- Talking at an early stage, monitoring the well-being of staff and the early steps that can be taken when an employee experiences mental health problems.
- Keeping in touch during sickness absence
- Managing contact in a sensitive but constructive way.
- Returning to work -most people with mental health problems make a successful return to work with effective planning and monitoring of the return to work
- Managing an ongoing illness while at work





Self-Care & Wellbeing

Who Would Benefit

Self-care is applicable to us all; it describes all of the things we do which maintain our physical and mental health and emotional wellbeing

Course Description

This course aims to give you the tools to help you develop a mind-set of self-care, appreciation and understanding of yourself. And a good relationship with ourselves leads to deeper and better relationships with our loved ones and others around us. It also increases our overall health and well-being.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes

- Understand the advantages of Self-Care
- List 8 basic components of Self-Care
- Reflect on individual coping strategies
- Map personal and professional support resources
- Draw up a personal action plan to maximise good psychological self-care.

The Programme Includes:

- What is Self-Care?
- The Pillars of Self Care
- 8 Dimensions of Self-Care
- How to Monitor and Plan Your Self Care
- Wheel of Life and Work
- How can individual wellbeing at work be improved?
- How to Make Self Care an Easier Part of Your Life
- Self-Care assessment planning





Mindfulness – An Introduction

Who Would Benefit

For anyone wishing to introduce a degree of self-awareness and calm into their daily activities.

Course Description

Mindfulness has its roots over 2,500 years ago, in Buddhist and far eastern practice, but it still holds significant relevance for us today. You don't need to practice Buddhism to be mindful; you simply just need the willingness to try something new. Mindfulness is about being in the present, shifting our focus of attention to what's happening in this very moment. Noticing our thoughts, feelings and anything else we might not normally notice. It can feel quite difficult to do this at the beginning, especially in today's high pressured world. We might often feel out of our depths, worrying, or suffering from feelings of sadness, anxiety or anger. With Mindfulness practice and meditation we have a chance to take a step back from our pressures and gain a much better sense of well-being and to simply feel happier.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes:

At the end of this programme the delegate can:

- Describe what mindfulness is and how this can help overcome difficult emotions such as, fear and worry and other types of personal internal struggles.
- Discover that through trying out meditation, breathing practice and different exercises allows the space to slow down the chatter of the mind and feel a greater sense of well-being.
- Understand what it means to be more accepting of oneself and discover how to let go of critical judgements.
- Develop ideas of how to transfer personal learning of Mindfulness to a professional role. For health professions- this could assist with supporting a patient or Client's recovery.
- Understand the meaning of inner awareness and accept thoughts can change momentarily.
- Realise there is space for healthy thoughts and to make different choices.

The Programme Includes:

- What is Mindfulness?
- Why Practice Mindfulness? We explore its benefits for health and well-being
- Understanding the territory of the mind, how our thoughts affect the way that we feel
- Stepping out of our automatic pilot!
- Brining Mindfulness into your daily life
- Developing Self-compassion, learning to be kinder to yourself
- Barriers and Obstacles
- Review Personal Objectives

There will be several different Mindfulness practices that we will do as a group together throughout the day.





Mindfulness – How it can work for you

Who Would Benefit

For anyone wishing to understand more about Mindfulness and how it can work for you on a very practical level.

Course Description

Mindfulness has its roots in the Far East, coming from ancient Buddhist practice, but you don't have to be a Buddhist or even have any particular beliefs to practice being mindful. Mindfulness is simply about being in the present moment. After all, we spend so much of our time not being truly aware of what's happening right now, especially so in this fast paced world that we live in. We may find that we are living in the future, with worry or fearful thoughts, or perhaps in the past, playing over events in our minds. We can all feel stressed with the pressures of work or certain aspects of our personal life. This can leave us feeling unhappy, angry and anxious. Mindfulness gives you the chance to be free of these difficult thoughts and feelings, as you learn to be more accepting of yourself, without judgement or criticism.

So how do we become Mindful? It may sound much easier said than done! Mindfulness practice involves learning breathing and meditation exercises. Remember it is called practice for a reason - you will be trying out something new.

CPD Points: 18

Recommended No of Days: 3

Learning Outcomes:

At the end of this programme the delegate can:

- Use a Mindfulness-Based Cognitive Therapy approach and understand how to apply mindfulness in daily life, to overcome negative emotions, like worry, frustration or sadness, giving you the chance to feel happier.
- Discover through trying meditation techniques and different exercises that it is possible to slow down the busyness of the mind and feel a much greater sense of well-being and calmness.
- Understand how to develop self-compassion, to be more accepting of oneself and less critical. This in turn allows the space to develop a kinder view of oneself.
- Transfer personal learning to professional life. For some this could be supporting and enhancing the well-being of their employee's, perhaps a colleague they are supervising. For health care professional's they can use Mindfulness to help a client or patient in their own journey of recovery.
- Embark on a journey of self-discovery, through becoming aware of personal thoughts, feelings and experiences; this gives delegates the opportunity to think differently and in doing so learn new and healthier ways to respond in situations.





The Programme Includes:

Day 1 – Understanding

Welcome, Introduction and Personal Objectives

- What is Mindfulness and where does it come from?
- Why Practice Mindfulness? We explore the evidence-base
- Understanding the nature of our minds. Thoughts are not facts! Although it can feel this way
- Letting go of our automatic pilot, giving you the space to feel differently
- Hopes, Fears and Expectations
- Review Personal Objectives

Day 2 – Being Mindful

Welcome, Introduction and Personal Objectives

- Living well with Mindfulness
- Life as nourishing or depleting – exploring what gives you a sense of mastery in your life and what feels draining
- How our thoughts affect the way that we feel, let's gain a different perspective!
- How best can I take care of myself right now?
- Review Personal Objectives

Day 3 – Kindness and Self- Compassion

Welcome, Introduction and Personal Objectives

- Barriers and obstacles to being Mindful
- Kindness and self-compassion
- My Parachute, where do I go from here?
- Bringing your learning into your life
- Review Personal Objectives

The benefits of Mindfulness are far reaching; research tells us that it can help reduce the stress in daily lives, to overcome difficult emotions and it can also help people cope with physical problems. There is a strong and growing evidence base that Mindfulness can be used as a strategy to support people master mental health problems, which is why Mindfulness-Based Cognitive Therapy is recommended by the National Institute for Health and Care Excellence in the treatment for recurrent depression. The world of business and commerce is now looking towards Mindfulness and it's even being taught in schools

We can all benefit from living mindfully, so why not give yourself the chance to discover how it could make a difference for you.





Mastering Stress & Anxiety

Who Would Benefit

For anyone who is required to take an ethical approach to their thinking and use of language.

Course Description

All of us have or will experience anxiety or stress at some point in our lives. Research tells us that some degree of anxiety and stress is really helpful, motivating us to achieve and move forward in our personal and professional lives; but it's when our worries or stress increases too much that we can run into problems. There are many things you can do to overcome stress and start to feel a sense of mastery, it's with this course you'll get to discover how. Using a Cognitive Behavioural approach you will learn ways to change the way that you feel through changing how you think and changing the things that you do or don't do.

With around 10.4 million working days lost each year through stress and anxiety related problems*, it's important that we look after ourselves and have the knowledge to also support others, whether these people are patients, colleagues or family members. This course has been designed to enhance your awareness of stress and anxiety so you are better placed to enhance the well-being of your patients or colleagues.

*Mental Health Foundation: How to manage and reduce stress January 2013

CPD Points: 12

Recommended No of Days: 2

Learning Outcomes:

- Leave with a deeper understanding of anxiety and the physical and psychological impact of stress.
- List what causes anxiety and what strengthens and keeps it going.
- Understand the relationship between thoughts, feelings, physical sensations and behaviour within a cognitive behavioural framework.
- Identify their personal thinking styles and discover ways to develop more helpful thoughts to combat stress.
- Describe where to make personal life style changes and learn stress management strategies for healthier living, for work and home.
- Practice relaxation and mindfulness techniques
- Describe how to use these skills to support the recovery of others

The Programme Includes:

Day 1: Understanding and Discovering

- Welcome, Introduction and Personal Objectives
- What is Anxiety and Stress? When does it become a problem?
- The evolution of stress – Getting to grips with the human physiological response, anxiety as a natural survival instinct.
- How thoughts affect the way that we feel, taking a closer look at the relationship between our thinking, feelings and behaviour. We will discover how these elements fit together and can keep our anxiety going.
- So why me? What keeps my worry and stress going? – Exploring the different reasons behind what makes us feel this way, from learning theory, personality to life events.





- Understanding our own personal triggers and the kinds of situations that make us feel vulnerable to stress.
- Thoughts are not facts! Exploring thinking styles and identifying our own negative or worrying thoughts.

Relaxation Exercise

Day 2: Overcoming & Mastering

- Challenging our thinking and coming up with alternative, more balanced thoughts.
- How you live your life – how much is nourishing or depleting? How have you been coping with stress so far?
- Making a change today and overcoming your obstacles.
- Looking after yourself and building your buffer for stress!
- Exploring ways to demolish worry and procrastination.
- Practice, coping with setbacks & keeping going.
- Review our personal objectives





Career Development

Job Planning

Who Would Benefit

Anyone who has not received any formal training in the subject or who are in need of a refresher.

Course Description

Delegates will learn the essentials of job planning. With revalidation upon us and appraisals and PDP's taking centre stage, doctors must have the ability to plan their working time to maximise their effectiveness through their job plans.

This course looks at the old contract and contrasts it with the new. It highlights the importance of utilising your AP's to maximum effect to ensure you are making the most of your working time in relation to your own development and the linking of PDP objectives for revalidation.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes:

At the end of this programme the delegate can:

- Explain the purpose and background of job planning
- Comparing the old and new contracts
- Describe how the job plan fits with appraisal and revalidation
- State how to align the job plan with PDP outcomes
- Demonstrate the skills to negotiate with higher authorities
- Influence different working types

The Programme Includes:

- The essentials of effective job planning:
 - Content of the job plan
 - Job planning and appraisal – links and distinctions
 - Evidence for job planning – the enhanced portfolio
 - Cycles and timetables
- Objective setting – alignment of personal, team, service and organisational objectives
- Local support required to fulfil job plans
- Identifying potential problems and generating solutions
- Appeals and mediation process
- Dealing with challenging people and situations
- Appreciating different working styles
- Core elements of negotiation





Workplace Based Assessments for SAS Doctors within the NHS

Who Would Benefit

Healthcare professionals who have not been formally trained in Workplace Assessment or who are in need of a refresher.

Course Description

Delegates will learn how to deal effectively with workplace based assessments. The pressure on doctors to work and supervise their junior colleagues and other peers has never been higher. This programme is designed to enable individual doctors to work with a number of assessment tools and build tips and techniques to ensure they are using them correctly, fairly and consistently. By its nature, it will be a practical programme.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes:

At the end of this programme the delegate can:

- Describe and understanding of workplace based assessments
- Explain your roles and responsibilities within the assessment
- Explain the roles and competencies required within the Medical Education Faculty
- State how to apply Miller's Pyramid
- Explain and apply in-work assessment tools for both Foundation and Specialist trainees
- Demonstrate competence in providing educational feedback for a range of different clinical scenarios
- Assess colleagues in their assessments of others
- Practically apply the skills taught and receive feedback

The Programme Includes:

- What is Workplace based assessment (WPBA).
- The roles and responsibilities for effective WPBA
- Educational supervision - who can assess who?
- Assessment definitions & the key principles
- Understanding and using Miller's pyramid
- Helping to build a learning portfolio and linking to PDPs
- Errors in assessment
- Feedback behaviours, barriers, reactions and principles
- Practical assessment skills and behaviours
- Practical assessments using recognised tools.





Training & Assessment for Educational Supervisors

Who Would Benefit

All employees who have not been formally trained in this area.

Course Description

Delegates will learn how to assess and analyse trainees in becoming more critical to meet challenging targets in the NHS. This programme is designed to help and support those doctors who have taken an educational role and provide them with the skills and competencies to ensure they achieve consistent, successful supervision.

CPD Points: 3

Recommended No of Days: ½

Learning Outcomes:

At the end of this programme the delegate can:

- Explain the roles and responsibilities of the educational supervisor
- Demonstrate knowledge of the system under which educational supervision operates
- Define competency based education
- Give examples of methods and tools available to assess individuals
- Apply practical interpersonal techniques needed to fulfil the role

The Programme Includes:

- Apply practical, interpersonal techniques needed to fulfil the role
- The core curriculum for medical educators
- Your roles and responsibilities within the Medical Education faculty
- What does medical education mean?
- Kolb's learning styles
- Identifying training needs
- Structures for assessment
- Review personal objectives
- Set action plans and summary





Job Planning & Progression through Threshold 2

Who Would Benefit

Anyone who has not received any formal training in the subject or who are in need of a refresher.

Course Description

The aim of this programme is to provide you with the knowledge to effectively ensure you are competent and confident to be successful in progressing through Threshold Two, and have the knowledge to undertake and create a professional Job Plan.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes:

At the end of this programme the delegate can:

- Understand the process for progression through Threshold Two
- Identify the requirements for incremental progression
- Identify the requirements for Threshold Two
- Examine the evidence required for progression
- Determine their career development
- Identify the difference between a timetable and a job plan
- Identify the four types of professional activities (PA's) that can be included in a job plan

The Programme Includes:

Module 1: What is a Job Plan?

- Prospective Nature
- Types of Professional Activities
- Objectives

Module 2: Objective Setting:

- Link to Appraisal
- SMART Objectives
- Elements of contract
- Personal versus Employer

Module 3: Evidence to support Job Planning:

- Sources of Advice
- Diary
- Reflections

Module 4: Other

Considerations:

- Misconceptions
- Sample Objectives
- Part-time work
- Team Job Planning
- Annualised Job Planning
- Conclusions, Feedback and develop action plan

Threshold 2:

- What are the thresholds?
- Management and Leadership/teaching and training
- Service development and modernisation
- Committee and representative work/innovation and audit
- Job Plans- what are they?
- Understanding PA's
- The importance of diary keeping
- Review personal Objectives
- Course Close





Clinical Governance & Audit

Who Would Benefit

All Doctors who have not received formal tuition in clinical governance & audit.

Course Description

Delegates will learn that it is vitally important for doctors that they understand, practice and be confident in the building of skills to undertake regular clinical and service audits. They must also have a keen knowledge of clinical governance. This programme is designed to help and support doctors to achieve that goal.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes:

At the end of this programme the delegate can:

- Explain the principles of risk management
- Appreciate the importance of patient safety and clinical risk management issues in achieving the best clinical outcomes in all care settings
- Consider the core values of the NHS and how clinical governance reflects these values
- Describe the organisational framework for defining, delivering and monitoring clinical governance at national, regional and local levels
- Explain the audit cycle and standards such as NSF, NICE and Royal College Specialities
- Explain and understand guidelines and integrated care pathways
- Take responsibility for initiating improvements in clinical care
- Describe the complaints procedure and the principles of patient and public involvement
- State the use of information and patient confidentiality
- Make a presentation

The Programme Includes:

- Effective governance - structure, process and continuous improvement
- Standards - NSF, NICE, Royal College Specialities
- The audit cycle
- Guidelines and integrated care pathways
- Understanding the principles of patient and public involvement
- Complaints procedures and how to deal with a complaint
- Responsible use of information and patient confidentiality
- Discuss Clinical Leadership Competencies covered in this session
- The principles of risk management; Patient safety and the risk management agenda
- Defining clinical governance - national/regional/local frameworks and service needs
- Clinical effectiveness and its importance
- Delivering a high quality healthcare service - purpose and values
- Our experience of clinical governance - taking responsibility
- Making presentations





Improving Patient Experience & Clinical Excellence

Who Would Benefit

All healthcare professionals who have not received formal training on the subject or who are in need of a refresher.

Course Description

Recent reports have highlighted the need for doctors (and others) working in healthcare to focus fully on putting the patient first. This workshop focuses on the key skills and competencies which will enable any individual to ensure this happens. Covering a range of elements including, what constitutes good service, to managing expectations of patients through effective communication. The workshop is highly inter-active and participative

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes:

At the end of this programme the delegate can:

- Define 5 issues that patients may highlight with their care
- Determine three differentiators between 'customers' and patients
- Identify 5 benefits of being patient focused
- List 5 moments of truth in a patient consultation
- Name the three elements of the Triad for creating rapport
- Recognise different patient personalities and respond accordingly
- Use practical influencing techniques within time limited appointments
- Define three ways to 'keep your cool'.

The Programme Includes:

Module 1: What is good patient experience?

- Discussion-what is good service and what does it mean to you?
- Taking responsibility
- The perception of the patient
- The benefits of being patient focused
- Identifying moments of truth (MOT's)
- Handling complaints and difficult situations
- Turning problems into advantages
- Maintaining energy and enthusiasm
- Maintaining a positive mental attitude

Module 2: Building strong patient relationships

- Understanding your patients' needs
- Managing people and expectations
- Building partnerships
- Involving the patient in their treatment plan

Module 3: Recognising different personality styles and responding accordingly

- Influencing others
- Communication skills
- Use of language
- Using voice and words to powerful effect
- Problem solving / Decision making techniques
- Keeping cool under pressure
- Individual / Group feedback and analysis
- Review personal strategy





Managing Change in the NHS

Who Would Benefit

Those involved in delivering change or managing change in the NHS. IF it is to achieve results that are amongst the best in the world adopting creative thinking and processes will significantly ramp up the pace and scale of change and innovation.

Course Description

The aim of this programme is to help delegates understand how people within the organisation, both react, and stimulate the processes of change and develop successful strategies for navigating the change process. They will leave with skills to be able to analyse the positive and negative effects of change on the team and the operation.

Most importantly, each delegate will be given the opportunity to develop their confidence and attitude towards the change process and learn to embrace the challenges and positivity presented rather than to fear them.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes:

- Explain effective planning techniques
- Understand the change requirements of flexibility and adaptability
- Build their personal confidence to lead a change strategy
- Extend their communication skills to engage in operational change mechanisms
- Understand the change process

The Programme Includes

- Global changes ~ understanding the bigger picture
- Examination of good and bad change
- The effects of STEEPLE on organisational change
- Why change has become the norm
 - Why change is necessary (particularly with NHS re-structuring)
 - An examination of the working life of individuals and the team
- The nature of the change process
- How different people react to change
- Strategies for leading & managing change
- Thinking 'Outside the Box'. Encouraging creative thinking
- Building adaptability and flexibility
- Communicating change
- Creating multi-skilled teams
- Maintaining personal energy levels
- Set action plans and summary





Managing Complaints & Clinical Accountability

Who Would Benefit

All healthcare professionals who have not received formal training in the subject or who are in need of a refresher.

Course Description

At the heart of the NHS strategy is service improvement and patient satisfaction. At its' core lies the principles of clinical governance.

This workshop studies the key element of complaints, which organisations must deal with in a timely and fair way for the public, and what the NHS constitution says are the rights of the individual. This links directly to clinical governance, as does the responsibility and accountability of doctors to ensure they treat this with respect and due diligence.

A practical, hands-on approach is used to help doctors highlight their own responsibilities within the complaints procedures (and what they should expect also) and also a reminder of their direct accountability for actions they take in maintaining the Organisations' key strategies

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes:

At the end of this programme the delegate can:

- List three elements of the NHS constitution
- Describe the process of how complaints should be dealt with
- Understand and list 4 communication requirements which must be maintained with the complainant
- Describe the 7 part process for reflection to improve the local health service
- List 2 framework standards within the NHS
- Give three examples of how you would evaluate someone's performance
- Describe 3 ways why an effective appraisal system helps clinical accountability
- Name and describe the 6 principles of Clinical Governance





The Programme Includes:

Module 1: The rights of the patient:

- The NHS Constitution
 - How a complaint is dealt with
 - Complaint investigation
 - Parliamentary and Health Service Ombudsman
- Judicial Reviews

Module 3: Complaints as a driver for Service & Clinical Improvement:

- Reflection processes
- Clinical Audit

Bridge from Complaints to Clinical Accountability: Clinical Governance-a reminder

Module 2: Dealing with Complaints: What the patient and doctor should expect

- The Local Authority Social Services and NHS Complaints (England) regulations 2009
- Knowledge of requirements
- Initial contact and communications
- Exploring what happened and research
- Fit for purpose response
- Local processes for complaints

Module 4: Clinical Accountability

- Definitions
- Individual accountability
- Accountability of Health professionals
- Six principles of clinical governance
- Standards and Frameworks
- Accountability for the education of others
- Evaluating performance and appraisals
- Record of Learning & Action Plans for Results
- Close of course





Understanding Politics within the NHS

Who Would Benefit

Designed to help senior healthcare professionals broaden or develop their overall understanding of the politics which exist within the NHS, helping them navigate and develop skills to influence and negotiate positive outcomes within their role.

Course Description

This workshop is designed to help senior healthcare professionals broaden or develop their overall understanding of the politics which exist within the NHS.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes:

At the end of this programme the delegate can:

- Name 5 of the Governments major reforms and their impact on the Healthcare service
- List 4 external drivers which affect the changes in the NHS
- Highlight the 4 internal factors which we have to consider to make checks and balances
- Name the 7 different influencing styles and when to use each
- Explain 10 ways to negotiate using specific tactics

The Programme Includes:

Module 1: Driving change

- The NHS White Paper: the Changing face of the NHS
- The NHS constitution and its impact
- Liberating the NHS: Developing the Healthcare work-force
- Discussions based around the implications of these major, structural reforms

Module 2: Strategies in practice

- Internal and external factors affecting strategy
- The need to manage change
- Leading by example and adapting
- Raising the visibility of members of the team

Module 3: Negotiating and Influencing strategies:

- Designing a business case
- Presenting a business case
- Negotiation and Influencing competencies
- Reflection, action plan and test objectives





Clinical Supervision in the NHS

Who Would Benefit

All clinicians who have not received formal tuition in the subject or who are in need of a refresher.

Course Description

The role of the clinical supervisor is a critical one in the achievement of standards and curriculum throughout the NHS. The Clinical supervisor has a different role to that of the educational supervisor and within this programme those areas will be highlighted. There will also be clear definitions around the main purposes and responsibilities of the position. With Doctors having appraisals each year it is imperative that Clinical Supervisors understand their role in ensuring that a Doctors appraisal, the resulting PDP, their job –plan and focus on Continuing Professional Development (CPD), is maintained. The Clinical Supervisor also has to ensure and encourage Clinical Audit and Multi-source feedback for each Doctor. This course is directed at those doctors who are preparing themselves for the role, or for those existing clinical supervisors who want to up-date or refresh their knowledge.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes:

- Understand the clinical supervisors role and responsibilities
- Explain the required knowledge and skills to undertake this role and show leadership in this position
- Demonstrate how to link Appraisal, PDP, job plan and CPD needs.
- Have a clear understanding of how adults learn and a plan of action to ensure the team have all the necessary skills to undertake their delegated roles
- Lead a strategic, clinical development programme which links into all key curriculum, frameworks and required protocols.
- Understand the importance of open communication and how to show leadership in meetings
- How to build a balanced team to achieve strategic, organisational objectives

The Programme Includes:

Module 1: The Clinical Supervisor:

- Roles
- Responsibilities
- Knowledge required
- Skills
- Encouraging PDP development (Linking job plans, Formative appraisal elements and CPD requirements)

Module 2: How adults learn:

- KOLB's learning types
- The major learning methodology
- Strategic planning (team development, training)

Module 3: Personal development

- Encouraging team work and open communication
- Leadership in supervision
- Managing developmental meetings





Educational Supervision in the NHS

Who Would Benefit

All Educational Supervisors within the NHS who have not received formal training in the subject or who are in need of a refresher.

Course Description

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes:

- Understand the Educational supervisors role and responsibilities
- Explain the required knowledge and skills to undertake this role and show leadership in this position
- Demonstrate knowledge of the 4 stage career guidance rules
- Lead a meeting with their trainee
- Understand the key elements of coaching and how to apply to their work with their trainee
- Deal with the most common elements and issues which arise from meetings with their trainees
- Determine what resources are available to the trainee and how they can utilize them to help and support their trainee to achieve their full potential

The Programme Includes:

Module 1: The Educational Supervisor:

- Roles
- Responsibilities
- Knowledge required
- Skills

Module 2: Helping your trainee:

- The 4 stage model of career advice
- Meetings with your trainee
- Practical scenarios

Module 3: Coaching:

- Effective versus ineffective coach
- Using the GROW model to set objectives and deal with issues
- Practical 'hands-on' coaching

Module 4: Scenarios:

- Trainee doctors who are thinking of leaving medicine
- Trainee doctors whose career path is unrealistic
- Trainee doctors who are chronically indecisive
- Record of Learning & Action Plans for Results





Cross Cultural Communication within the NHS

Who Would Benefit

Anyone who would benefit from being culturally aware to get the very best from culturally diverse teams and work forces.

Course Description

The aim of this workshop is to explore Cross Cultural Communication and the ways that culture affects perceptions, behaviours and communications. It will also allow delegates to explore how they can increase the patient's satisfaction by delivering patient expectations through effective communication skills.

CPD Points: 6

Recommended No of Days: 1

Learning Outcomes:

- Describe the influence of culture on attitudes towards communication
- Consider cultural dimensions in managing the doctor and patient relationship
- Understand how to increase patient satisfaction
- Know the 4 styles of personalities and how to deal with them, understanding how opposites need behavioural strategies
- Discover how assertive you are and the differences between aggression, passivity and assertiveness.

The Programme Includes:

Module 1: Cross Cultural Communication

- What challenges and barriers affect communication in the NHS workplace?
- How do you overcome these?
- Social coding
- Hofstede's six cultural dimensions and comparisons
- Dominant Cultural Themes
- Trompenaars cultural dimensions

Module 3: Increasing Patient Satisfaction

- What do patients complain of most?
- Feedback from the Francis Report
- Departmental Evaluation
- Individual Evaluation
- Conclusions and action for your department

Module 2: Communication Issues

- Cultural Conflicts & dealing with them in the NHS

Module 4: Communication Style

- Recognizing the 7 types of influence
- Personalities & Behavioural Style
- Building Rapport
- The myths surrounding rapport
- Body language and evaluation
- Assertiveness
- Your rights as a human being





Ethical Language Skills

Who Would Benefit

For anyone who is required to take an ethical approach to their thinking and use of language.

Course Description

Experience shows that all great and gifted communicators are able to create a sense of ease in people which means that our levels of influence are much higher. It's not important that everyone learns these skills, what's important is that they are used ethically because they are so influential. This course is beneficial for healthcare professionals who are curious about how to change and improve their thinking and language skills when communicating with others

CPD Points: 6

Course Category: Healthcare

Recommended No of Days: 1

Learning Outcomes:

At the end of this programme the delegate can:

- Use "POWER" words that pass straight into the sub conscious
- Compose sentence structures that are easy to agree with
- Create phrases that engage the imagination
- Use assumptive language that presupposes something is true
- Establish credibility and trust
- Cause a sense of relaxed attention

The Programme Includes:

- Introduction and Objectives
- How Important are Words
- Triggering the Imagination
- Power Words
- ABS (**A**ttract attention - **B**ypass the conscious - **S**timulate the subconscious)
- Emotional Engagement
- Time Factor
- Embedded Stories
- Record of Learning and Action Plan





Building an NHS Business Case

Who Would Benefit

The course aims to help managers and clinicians to develop coherent NHS Business Cases to help them secure funding for training, resources, equipment, staff or a new service. Across the NHS it has become essential to complete an NHS Business Cases document to secure funding. Many managers lack the technical know-how and the written skills to complete these NHS Business Cases documents.

Course Description

The course will help you develop these skills and at the end of it you will be able to build a convincing business case evidence.

We will use a variety of business case templates throughout the course and can tailor the content to your requirements

CPD Points: 6

Course Category: Healthcare

Recommended No of Days: 1

Learning Outcomes:

At the end of this programme the delegate can:

- Understand the Strategic, Commercial & Economic aspects of their business case
- Identify how their finance team can help
- Talk about and apply techniques to deliver convincing cases
- Improve the written impact of their business case documents

The Programme Includes:

- How funding works in the NHS
- Understanding the financial appraisal in a business case
- Planning your business case – what should be included
- Addressing uncertainties, problems and assumptions
- The strategic fit of your business case
- How robust is your cost-benefit analysis
 - Calculating the impact of the new model or idea
 - Monetising the benefits
- Presenting the business case in a way to appeal to key decision makers
- Performance monitoring & management
- Delivering quality assurance





Motivational Interviewing

Who Would Benefit

This interactive day is suitable for all Healthcare Professionals, from Senior Consultants to Health trainers and community workers.

Course Description

Motivational interviewing is a style of communication that uses a guiding/reflective style to engage with patients, clarify their strengths and aspirations, utilise their own motivations for change and promote independence of decision making. It also helps you to become more effective when it comes to people making decisions about themselves.

CPD Points: 6

Course Category: Healthcare

Recommended No of Days: 1

Learning Outcomes:

- Understand the spirit and principles of MI
- Identify and practice MI key skills
- Reflect on how to usefully implement MI key skills into your own practice

The Programme Includes:

- MI – What is it – Background and evidence
- The spirit & principles of MI – Collaboration, Evocation, Autonomy, Support, Direction Rapport building
- Core concepts and skills of MI – Asking, Listening and Informing
- Open Questions and Affirmations
- Reflections, Summaries and Change talk – recognising and eliciting
- The Righting Reflex and Ambivalence – the guiding principles
- Agenda Setting – “theirs not yours” for your area of work
- Questions and Evaluation





Certificate of Eligibility for Specialist Registration

Who Would Benefit

Applying through CESR - Designed for doctors who wish to join the Specialist Register by applying for a Certificate of Eligibility for Specialist Registration, whose specialist training, qualifications or experience was partly or completely acquired outside of an approved CCT programme.

Course Description

A certificate of eligibility for specialist registration (CESR) or applying through CESR - certificate is a way for doctors who have been at staff, specialty, or associate specialist grade to gain a specialist qualification. It also acts as a route to applying for consultant jobs for doctors who have not followed a specialty training programme in the United Kingdom and achieved a certificate of completion of training so applying through CESR - certificate is a way forward. The process of CESR application involves submitting a raft of evidence to prove that you have the equivalent experience, skills, and competences of doctors who have followed the specialty training route. Some applicants are required to gain "top up" experience to meet this benchmark. The CESR application is equivalent to a CCT and certifies that the recipient has all the competences defined in the CCT curriculum, and so is eligible for admission to the Specialist Register.

CPD Points: 6

Course Category: Healthcare

Recommended No. of Days: 1 day

Course Location: To be determined by Client

Learning Outcomes

- Understand the application process
- Recognise who can apply
- Understand what they must do prior to application
- Understand the documentation and supporting evidence required
- Track your royal college requirements
- Understand what makes an effective CV

The Programme Includes

Module 1: The process for application

- Who can make an application?
- What you must do before you apply
- How to apply using the application form

Module 2: Evidence overview

- What is required in terms of supporting evidence
- Understand the importance of ensuring the evidence is validated

- Effective and successful CV's

Module 3: Successful or unsuccessful applications:

- What happens when you are successful and the time frames for decisions
- What happens to the unsuccessful applications and the appeal process?
- Review course and personal expectations and outcome





Neuro Linguistic Programming for Doctors

Who Would Benefit

As a clinician looking to build their skills and knowledge, this course will help them understand the principles of NLP and how they enhance the patient experience, taking the existing communication skills to the next level.

Course Description

Used well, NLP (Neuro Linguistic Programming) is set of practical skills and insights that can be used to improve upon how to communicate with others, manage moods and live a more rewarding life. NLP can enhance interactions and communication with other people; it will improve your self-esteem and raise your motivation as a doctor. In fact, it can impact positively on all aspects of your clinical and private life.

NLP provides a methodology for understanding how sense can be made of experiences, the meaning given to those experiences and the resultant patterns of behaviour displayed (habits). These patterns determine the results achieved in life; personal relationships, professional relationships, work contexts, friendships and so on. Delegates will be able to utilise tools, NLP techniques and models for developing enhanced rapport with colleagues, other health professionals, patients, relatives, and carers. It will help to truly understand other's needs and engage with them positively, whilst adopting the mind-set and attitude of high performing healthcare professionals.

CPD Points: 12

Course Category: Healthcare

Recommended No. of Days: 2

Course Location: To be determined by Client

Learning Outcomes

- Establish and understand exactly what NLP is
- Show how to use different communications techniques in medicine
- Explain how to engage with people at a deeper level
- Be more persuasive and influential
- Display greater creativity in clinical settings
- Become the best doctor that they can be

The Programme Includes:

- Understanding NLP, what it does and commonly held beliefs
- Presuppositions
- Communication channels
- Developing powerful communication
- Building rapport
- Mirroring, pacing and matching
- How the brain filters information
- Meta-programmes and the patterns of language
- Using words that change minds
- Creative thinking
- Positive influence and persuasion





Motivational Change for Patients

Who Would Benefit

This course is designed to help reduce other peoples' ambivalence to change. The delegate will learn and explore how to effectively communicate and help motivate people to choose for themselves a change that's right for them.

Course Description

Using advanced conversational skills routed in both coaching and counselling the delegate will be able to encourage the person to move between the stages of change and build their own self efficacy. This is a highly interactive course allowing the delegate to practice these conversational skills using 'belief change' questioning and providing motivational triggers to change.

CPD Points: 6 points

Course Category: Healthcare

Recommended No. of Days: 1 day

Course Location: To be determined by Client

Learning Outcomes

- Practice the four questioning strategies used in 4MAT
- List the five phases of the Transtheoretical Model
- Demonstrate 3 ways to question cause-effect
- Show how to use belief change questioning

The Programme Includes:

- Welcome, introduction & review personal objectives
- Discover the level of motivation to choose to change
- Help others express in their own words their desire for change
- Help them examine their ambivalence about the change
- Plan for and begin the process of change
- Elicit and strengthen their change belief
- Enhance their confidence in taking action and noticing that even small, incremental changes are important
- Strengthen their commitment to change
- Dealing with aggressive patients
- Self-regulate the impact of work related stress using Dr Callahan's Thought Field Therapy





Psychological Safety

Who Would Benefit

For those interested in creating high performance teams with higher levels of engagement, increased motivation to tackle difficult problems, more learning and development opportunities, and better performance.

Course Description

“There’s no team without trust,” the highest-performing teams have one thing in common: psychological safety, the belief that you won’t be punished when you make a mistake. When the workplace feels challenging but not threatening, teams can sustain the broaden-and-build mode.

CPD Points: 6 points

Course Category: Healthcare

Recommended No. of Days: 1 day

Course Location: To be determined by Client

Learning Outcomes

- Have an understanding of the concept of Psychological Safety
- Understand the benefits of high levels within teams
- Understand the role and behaviours required of a team leader practicing Psychological Safety

The Programme Includes:

- Drivers of Psychological Safety
- Low psychological safety in teams
- High psychological safety in teams
- Effective Team leaders behaviours
 - Being accessible and approachable
 - Explicitly inviting input and feedback
 - Modelling openness and fallibility
- Building Trusting relationships
- Create a safe learning environment
- Support the team with positive resources.





Self-Perception

Who Would Benefit

For leaders who are required to be more self-aware, flexible and adapt their style to the differing situations they find themselves in. Those who want to be more aware of their abilities, limitations and the impact these have on others to become good situational leader.

Course Description

This workshop is focused on learning more about self through the practical application of strengths and limitations based around personal preferences. It will explore leadership styles looking at communication styles, drivers, and motivators that influence decision making.

Ways of increasing emotional intelligence to enhance personal effectiveness will be looked at by reviewing current challenges in work and developing practical approaches to manage these more effectively.

CPD Points: 6

Course Category: Healthcare

Recommended No. of Days: 1

Course Location: To be determined by Client

Learning Outcomes

- Understand strengths and limitations on a personal level
- Recognise the importance and impact of goal setting
- Identify personal preference and how these are expressed
- Define emotions and how they determine drivers of motivation
- Explain how emotional intelligence can be applied to self-development

The Programme Includes:

- Welcome & Course Introduction
- Review personal objectives
- Self-knowledge and the Johari window
- Strengths, weaknesses, attitudes, beliefs, values
- Preferences and focus framework
- Preferences in action
- External characteristics of behaviour
- Defining your core purpose
- Setting personal goals
- Personal Action Plan
- Review Personal Objectives





Emotional Intelligence

Who Would Benefit

Those who want to understand how to develop their communication and interpersonal skills whilst building and improving relationships with colleagues and their team.

Course Description

The main aim of this workshop is to help delegates understand how emotional intelligence offers a means for developing the communication and interpersonal skills needed by a manager to develop and improve relationships with both their colleagues and team. This introductory course looks at what emotional intelligence is and what it is not. It looks at some models of emotional intelligence and what they mean.

The course covers the advantages and disadvantages of emotional intelligence, ways it can be improved and some do's and don'ts of working with emotional intelligence. It explores the ability to recognise emotions, understand what these emotions mean telling them, and realise how emotions affect people around them.

This training is aimed predominately at leaders and managers who operate teams and departments and who want to learn practical skills that can be utilised in their job role. Delegates will explore in detail the ability to recognise their emotions, understand what they're telling them, and realise how their emotions affect people around them.

CPD Points: 12

Course Category: Healthcare

Recommended No. of Days: 2

Course Location: To be determined by Client

Learning Outcomes

- Understanding emotional intelligence
- Applying emotional intelligence to enhance personal / team performance
- Understand how emotional competencies support development
- Explain how empathy is involved in motivating and influencing others
- Understand their behaviour and how this impacts upon performance
- Understand the behaviour of others
- Identify how to use different leadership styles in different work scenarios
- Design implementation plans to improve communication and efficiency

The Programme Includes:

- Working with Emotional Intelligence
- Using your intelligence to manage your emotions
- Understanding emotions
- Identifying & managing emotions
- Developing empathy
- Active listening
- The emotional intelligent leader
- Emotional Intelligence at work
- Introduction to human behaviour
- Exploring your behavioural style; it's strengths and limitations
- Exploring the nature of others
- Understanding how behavioural styles impact upon relationships and work
- Recognising how others see the world
- Strategies to work more effectively together
- Challenging behaviours
- Exploring your leadership style
- Recognising how style can influence to lead and influence others





Progression through Threshold

Who Would Benefit

All those who have not received formal tuition on the subject or who are in need of a refresher.

Course Description

Most doctors aspire to reach the highest career point that they can.

The aim of this programme is to provide you with the skills and knowledge to ensure you are competent and confident to be successful in progressing through Threshold Two.

CPD Points: 6

Course Category: Healthcare

Recommended No. of Days: 1 day

Course Location: To be determined by Client

Learning Outcomes

- To understand the process for progression through Threshold Two
- To identify the requirements for incremental progression
- To identify the requirements for Threshold Two
- To examine the evidences required for progression
- To gain an appreciation of career development including Article 14

The Programme Includes:

- **What are the Thresholds?**
 - What is incremental progression and how it affects me?
 - Clinical Leadership Competency Framework and Threshold Two
 - The requirements for achieving Threshold Two
- **Management and Leadership:**
 - What is the difference between Management and Leadership?
 - What makes a manager and the skills required?
 - What makes a leader and the skills required
- **Teaching and Training**
 - What makes a good teacher?
 - How to improve your teaching skills
- **Service Development and Modernisation**
 - Finding opportunities
 - Utilising management and leadership skills
- **Committee and Representative Work**
 - How to source opportunities
- **Innovation and Audit**
 - The audit cycle and opportunities through innovation





HR for Non-HR Managers

Who Would Benefit

This course has been purpose designed for Team Leaders, Supervisors and Managers who have to perform HR duties as part of their role but have not received formal training in the area.

Course Description

This 2 day course provides managers with knowledge on essential key HR areas throughout the employee life-cycle, helping them take ownership for the development of their team to include managing the tougher sides of people management. By empowering managers to handle HR issues themselves by owning the problems and liaising with HR to ensure the ideal outcome is always achieved, quickly and effectively.

CPD Points: 12

Course Category: Management & Leadership

Recommended No. of Days: 2

Can this course be accredited? Yes

Course Location: To be determined by Client

Learning Outcomes

At the end of this programme the delegate can:

- Respond with confidence to day to day issues as they arise in the workplace
- Make recruitment decisions based upon a fair and objective process
- Manage complaints of bullying and harassment in the workplace
- Recognise when their body language is inconsistent with the message they want to get across and rectify accordingly
- Recognise why procedures are so important when dealing with disciplinary matters and when it is likely to be fair to dismiss an employee
- Recognise a grievance and how to respond accordingly
- Measure performance, recognise any 'performance gap' and act to close accordingly
- Manage both short and long term absence effectively and understand the key steps for each
- Know when to escalate matters and/or seek further assistance





Understanding the Changing Face of the NHS

Who Would Benefit

Anyone involved in leading the fundamental change to the health and social care delivery system.

Course Description

The content seeks to help those involved in this system to keep pace with the needs of an ageing population, the changing burden of disease, and rising patient and public expectations.

CPD Points: 6

Course Category: Healthcare

Recommended No. of Days: 1

Course Location: To be determined by Client

Learning Outcomes

- Awareness of the drivers of change
- An understanding of models of change e.g. Lewin's model
- An understanding of how people react to change e.g. through the change curve model
- An understanding of tools to help lead and manage change e.g. communication/involvement
- An opportunity to apply the above to a change they are managing

The Programme Includes:

- Drivers for Change within the NHS
- Kurt Lewin's model of change
- NHS England's model for change
- Leading Large Scale Change
 - The change model
 - Approaches ,Methods & Tools
 - Our Shared Purpose
- Improvement Tools
- Project & Performance Management
- Measurement
- System Drivers
- Motivate and Mobilise
- Supporting Tools





Apprenticeships

Team leadership & Supervision – level 3

Our Team Leadership and Supervision Apprenticeships are used by employers to train staff in a variety of roles, including:

- Team Leaders
- First Line Managers
- Production Team Supervisors

Management Development – level 5

Our Management Development Apprenticeship (Level 5) is a new work-based route used by employers to train staff in a variety of roles including:

- Middle managers
- Managers of larger teams
- Departmental managers
- Divisional managers
- Regional managers
- Store managers

Customer Service Practitioner – level 2

Customer Service Practitioner apprenticeship is designed for employees in customer facing or public job roles. Training is designed to improve personal effectiveness and communication skills as well as developing customer relation skills.

Relevant job roles may include:

- Customer Service Assistant
- Customer Service Advisor
- Customer Service Trainee

Customer Service Specialist – level 3

Our Customer Service Specialist apprenticeships are designed for employees in customer management roles who manage customer facing staff. Our apprenticeships are thematic and are designed to improve personal effectiveness and the skills required for the management of staff working in a customer service role.

Associate Project Manager – level 4

Our Associate Project Manager apprenticeships are designed for staff needing the skills to manage projects in a variety of contexts:

- Team leaders with project responsibilities
- Project management team members
- Associate project managers

Chris Dalzell

Relationship Director

To discuss any programmes included in more detail, please contact me directly on:

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A word cloud featuring the central words "Leadership" and "Management" in large, bold, green and brown fonts respectively. Surrounding them are numerous related terms in various colors and orientations, including: "Teaching", "Coaching", "Training", "Personal Development", "Wellness", "Motivation", "Kindness", "Self Care", "Mental Health", "Increased confidence", "Maguire", "Appraisals", "Apprenticeships", "CPD", "Accredited", "Brilliant Course", "Leadership", "Personal Development", "Management", "Wellness", "Motivation", "Kindness", "Self Care", "Mental Health", "Increased confidence", "Maguire", "Appraisals", "Apprenticeships", "CPD", "Accredited", "Brilliant Course".