NHS Learning Directory
Who are we?

QA have been at the heart of the professional training industry for over 30 years. We help individuals develop their careers and organisations build the skills they need to transform their performance.

Over the last 15 years we have become the fastest growing learning business in the UK and we now support over 6,000 customers including 70% of the FTSE 250. We achieved revenues of over £190m in 2016 through delivering learning to over 200,000 individuals. We have more than 20 dedicated training centres across the UK and over 250 fully employed learning professionals.
Introduction

This is the second edition of QA’s NHS specific Learning Directory. You will find details of the courses and programmes we have successfully developed and delivered to more than 70 Healthcare organisations over the last 5 years. During that time QA has delivered more than 1,700 training days and provided more than 27,000 delegate places.

QA’s NHS training courses have been focused on helping healthcare staff to develop the key attitudes, knowledge, skills and behaviours essential in supporting improved performance. Each course has been developed as a bespoke solution to address the specific learning needs of staff, from Bands 1-4 to the Board. All courses have been contextualised to fit their application in an NHS environment. We then offer these solutions back to other Trusts across the country, delivered at your site by our nationwide network of trainers.

While we recognise that every NHS organisation has its own unique issues and challenges, many of the developmental needs of staff are common to all. The scalability of QA’s provision means we are able to provide a local service with national coverage, enabling Trusts and Boards around the country to benefit from the work undertaken by others with QA. We are continually looking to add to this portfolio, so if you have a learning need that is not already addressed by a solution in this brochure then please get in touch. We would be delighted to hear from you. After all, that is how every one of these courses began.

Duncan Wasdell
QA NHS Project Director

Meet the Team

Our NHS training delivery team includes:

- Amanda McEvoy
- Andreas Marcou
- Feras Nasser
- Graham Elder
- Jessica Pressland
- Jude Boardman
- Leslie Berry
- Martin Ballard
- Meena Karawadhra
- Nick Winston
- Richard Newton
- Rita Jeffery

87.2% of all NHS delegates that attended our courses would recommend us 87.2%

90.6 Our NHS Team received an NPI approval rating of 90.6
"QA have been running an internal management programme for my Trust for a number of years. From the initial contact to the commission of the programme, I have been impressed with the way QA work with their clients. The design stage was handled very quickly so we were able to pilot within about 6 weeks; the content was exactly what I requested; the fee was competitive and they held to the original agreement despite us having to delay the programme for some considerable time. The quality of their trainers is excellent and in some cases exceptional. The professionalism of QA staff and the ease of contacting them, as well as their friendly approach, makes working with them an absolute delight. They have a strong commitment to excellent customer service."

Caroline Clarke
Internal Organisational Development Consultant
Central London Community Healthcare NHS Trust

"Barts Health NHS Trust and the hospitals within it have worked with QA Ltd for a number of years and together we have built a solid business relationship based on an understanding of the needs of our organisation. The QA trainers are experienced in working with the NHS and are able to use their knowledge to help delegates get the most from their learning by putting theory into practice."

Sandra Brighton
Workforce, Learning & Training Manager
Barts Health NHS Trust

"QA’s courses are extremely well written. Those that are NHS-specific are written by people who have had genuine experience of working there and therefore know exactly what is needed. Course delivery is perfect, done by expert professionals who know both their course material and the art of training inside out. For the quality on offer, prices represent extremely good value. QA are also a joy to deal with business to business. Customer service is first rate and they have the expertise to tailor bespoke courses for you if you need them."

Paul Mendes
Head of Learning and Development
Royal Brompton and Harefield NHS Foundation Trust

"At South London and Maudsley NHS Foundation Trust we are committed to providing a wide range of training programmes to meet the essential training and development requirements of all trust staff. Working in partnership with QA has helped us develop and deliver training that provides excellent education experience. The feedback from staff attending QA courses has been highly positive. We have been impressed with the whole team at QA when meeting the individual requirements."

Mariyana Gospodinova
Education and Development Manager
South London & Maudsley Foundation NHS Trust
Nobody does apprenticeships quite like QA. We’re an award-winning provider, having won numerous Learning Awards and Microsoft Partner Awards. We have placed over 10,000 apprentices into careers in our first six years. Our training was described as ‘World-Class’ by Ofsted when they rated us ‘Outstanding’.

“What stood out for me has been the quality of the candidates, the quality of the training and the level of support that QA has provided throughout the process... It’s really helped us to improve the quality of the support we provide and it’s only because of our apprentices that we’ve had the capacity to do it.”

Dougie Ogilvie, NHS Fife
Infrastructure Manager for Service Desk and Desktop

For more information
APPRENTICESHIPS.QA.COM

Speak to a training advisor
0345 074 7825
This Learning Directory is divided into 5 key portfolio areas, all of which are critical to improved personal performance: Personal Effectiveness, Customer Care, Equality and Diversity, Leadership and Management Skills, and Accredited Programmes.

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### How QA has helped the NHS

| 76 | QA’s full learning proposition |
Now more than ever, Healthcare staff need to develop their skills to meet the ever-increasing demands that they face. The following courses are all designed to meet specific NHS learning needs and are focused on helping staff improve their personal effectiveness by enhancing their professional and behavioural skills.

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**Personal Effectiveness**

“"I think everyone should attend one course like this one - personal development is the most important thing.”

“"The trainer was very knowledgeable, approachable and with loads of experience. Really can’t wait to have another training session with her.”

“One of the best courses I’ve been on! The trainer was clear and so knowledgeable. I’ll definitely recommend. Thank you!”
Admin Development Programme

Overview

Today's administrative professional needs flexibility and a broad portfolio of skills including self-motivation, assertiveness and dealing with difficult people. You will benefit from this course if you are an administrator, medical secretary or PA, who wants to enhance your administrative support skills, as well as evaluating your existing techniques.

Style and Structure

This highly participative four-day programme is designed to use facilitated discussions, group activities and reflective time in order to provide a rich learning experience that can be applied directly in the workplace.

Learning Outcomes

By the end of this interactive four-day course, you will be able to:

- Evolve in your role as an administrator/support staff
- Understand your areas of strength and improvement within an office environment
- Handle new challenges and responsibilities with confidence
- Self-motivate at work
- Learn how to influence and be assertive using effective verbal and non-verbal communications
- Understand your preferred working style and relate it to your interactions with others
- Ensure your time is used effectively
- Take the initiative problem solving
- Understand themes important to patients
- Take the initiative problem solving
- Ensure your time is used effectively
- Understand themes important to patients
- Evolve in your role as an administrator/support staff
- You will benefit from this course if you are an administrator, medical secretary or PA, who wants to enhance your administrative support skills, as well as evaluating your existing techniques.

Key Course content

The need for and effect of change
Defining why it is important for the organisation and the individual

Effective communication
How to be effective, assertive and influential in face-to-face and telephone communication.

Problem solving
Taking initiative in solving difficulty in the workplace and ways to assist in overcoming problems.

Making best use of your time
Better planning and decision making through effective time management and prioritisation techniques.

Positive patient experience
Stepping in to the patients shoes, with a view to improving their experience.

Working under pressure
Coping with pressure and the effect it can have on our lives.

Workshop Outline

Day 1 – The ever changing role of Administration & Support roles
- Personal objectives for the programme
- The evolving role of the administrative professional within healthcare
- Showing personal initiative in problem solving
- Communicating effectively
- Questioning techniques and listening skills
- The significance of assertive behaviour
- Your rights and responsibilities
- How to deliver an assertive message
- Completion of a personal action plan.

Day 2 – Influencing skills, working styles and time management
- What is influencing?
- Building Trust
- The importance of positive language
- Exploring your working style
- The importance of self-motivation
- Planning and time management
- Setting goals
- Prioritisation
- Handling interruptions
- Completion of a personal action plan.

Day 3 – Telephone skills and positive patient experience
-Handling calls in a professional manner
-Communicating clearly to avoid or clarify misunderstandings
-Questioning and listening
-Dealing with enquiries, complaints and take messages effectively
-First Impressions - why this really counts and why no words are needed
-How our communication affects our results
-Tap themes important to patients
-Recognising patients' expectations and therefore defuse any potential conflict
-How perceptions of patients are different.

Day 4 – Handling difficult situations and building resilience
-What is 'Difficult'?
-Triggers that cause difficulty
-What people disagree about
-Turning concern into action
-Appropriate strategies for the situation
-How to build your resilience
-The difference between good and bad stress
-Causes of pressure
-Everyday techniques to cope with pressure
-Create a personal plan to build your resilience
-Completion of a personal action plan.

Duration: 4 days (Over 6-8 Weeks)

BANDS 1 - 4

“Worth every minute! Very useful and value everything that was taught - superb.”

“If you want to progress in Admin do this Admin Development course, so much to learn it will help you grow.”

“Very useful programme, particularly with tips and techniques for work routine.”

“Informative, useful in everyday life, as well as work. Valuable tools/life skills.”

“Should be compulsory for all Bands 2-4’s.”

“Time well spent, especially the subject of difficult situations at work and how to cope.”

“Interesting and hands on approach.”

“Group work interesting, course will have a good impact on my job.”

“Would definitely recommend the programme.”
**Leadership and Management Skills Accredited Programmes**

**Overview**

This workshop will enable you to understand your own behavioural styles and those of others and develop achievable techniques for communicating and behaving more assertively. You will learn how to say ‘no’ without having to change who you are and how to be firm but fair.

**Learning Outcomes**

By the end of this interactive one-day course, you will be able to:
- Recognise the link between assertiveness, confidence and self-esteem
- Learn how to say ‘no’ to unreasonable requests or assertively agree to a solution
- Identify the best approach to use when voicing ideas and opinions
- Deal with criticism, confrontation and negativity effectively and positively
- Explore the importance of language and body language to assertiveness
- Develop techniques for better working relationships using assertiveness.

**Workshop outline**

- What is assertiveness and why use it?
- How assertive am I?
- Understand our behaviour
- Assertiveness techniques
- How to say no
- Rights and responsibilities
- Action planning.

**Assertiveness Skills**

**Overview**

This workshop will enable you to understand your own behavioural styles and those of others. You will be able to develop achievable techniques for communicating and behaving more assertively. You will learn how to say ‘no’ without having to change who you are and explore how to be firm but fair.

**Learning Outcomes**

By the end of this 12-day course, you will be able to:
- Recognise the link between assertiveness, confidence and self-esteem
- Learn how to say ‘no’ to unreasonable requests or assertively agree to a solution
- Deal with criticism, confrontation and negativity effectively and positively
- Explore the importance of language and body language to assertiveness.

**Workshop outline**

- What is assertiveness and why use it?
- How assertive am I?
- Assertiveness techniques
- How to say no.

**Confident Conversations**

**Overview**

This session is based on a book called *Fierce Conversations* by Susan Scott. This workshop will enable you to:
- Identify your toughest challenges within your team/s
- Connect with confidence and sensitivity
- Encourage you to build relationships with colleagues and team members
- Plan to bring about real change through talking and giving feedback.

**Course Content**

- Conflict vs Confrontation
- Causes and effects of workplace conflict
- Identify your own conflict management style
- Understanding reactions to conflict
- Techniques for managing conflict effectively
- Recognising and handling obstacles
- Diffusing the conflict
- Ways to help others reduce future conflict
- Completion of a personal action plan.

**Outcomes**

- Identify your toughest challenges within your team/s
- Connect with confidence and sensitivity
- Encourage you to build relationships with colleagues and team members
- Plan to bring about real change through talking and giving feedback.

**Minute-Taking**

**Overview**

Do you find your working life is a succession of meetings? Do you need to make sure you’ve got an accurate record of your meetings, including effectively capturing actions?

Would you like to remove your fear of taking minutes?

For everything from a formal AGM to weekly staff gatherings, minute-takers are expected to provide an accurate record of proceedings, often with no training or guidelines. This course will take you through every stage of the process of taking minutes, clarifying objectives and standards. You’ll be equipped with ideas for successful preparation, listening, analysis and note-taking and introduced to the principles of clear, effective writing. This course is highly participative and provides an opportunity for every attendee to develop their skills.

You’ll benefit from this course if you are expected to take accurate and professionally produced notes or minutes.

**Learning Outcomes**

By the end of this 90 minutes course, you will be able to:
- List what you need to do to prepare for meetings prior to, during and after the course
- State the role and responsibilities of a chairperson
- Demonstrate setting a well structured agenda
- State common obstacles to effective listening and demonstrate your own listening skills
- Identify a method of note-taking that suits your preferred style
- Select the important and relevant points from a discussion
- State agreed accepted conventions for the format of minutes
- Produce an accurate set of minutes, clearly and concisely.

**Workshop outline**

- Personal objectives for the course
- The meeting – what you should do before, during and after
- The role and responsibilities of a chairperson
- Styles of agendas
- Setting the agenda
- Barriers to effective writing
- Listening and summarising a conversation
- Methods and style for taking notes and reducing note-taking
- Dealing with jargon and medical terminology
- Confidentiality
- Recording decisions and actions
- Proofreading
- Suggestions for skills practice and useful resources.

**Personal Effectiveness**

- Leadership and Management Skills
- Accredited Programmes
- QA’s full learning proposition

**Personal Effectiveness**

- Customer Care
- Equality and Diversity
- Leadership and Management Skills
- Accredited Programmes
- QA’s full learning proposition
### Create Positive Outcomes

**Duration: 1/2 day**

**Overview**
With the ability, willingness and understanding of how to build trust, rapport and strong professional relationships, increased performance is experienced. These performance benefits manifest themselves through:
- More effective and efficient communications
- Personalised and adapted communication leading to a personal feel and audience friendly messages
- Collaborative and considerate teamwork leading to increased morale and productivity

**Learning Outcomes**
By the end of this interactive 1/2-day course, you will be able to:
- Define why some people are so easy (or challenging) to get along with
- Identify what motivates you and others so that you can plan accordingly
- Recognise and deal with conflict styles that are different to your own
- Have an insight into how you and others prefer to work
- Recognise how you may be seen by others
- Seek others’ intent not just their behaviour

### Effective Call Handling Skills

**Duration: 1 day**

**Overview**
Telephone contact is essential in the NHS, as it seeks to maximise productivity and build relationships by encouraging patients and others to get in touch using a range of media. Staff can often find themselves handling very challenging callers and this more advanced course is designed to allow them to analyse their core skills. They will learn how, by modifying their own behaviour, they can influence others and structure calls effectively to get more done, deliver excellent care, and create positive results.

**Learning Outcomes**
By the end of this interactive one-day course, you will have explored:
- How to use words and tone effectively
- Active listening
- Assertiveness with callers
- Delivering bad news and saying no

**Workshop outline**
- Choosing the right words and delivering them effectively
- Demonstrating effective listening
- Using assertive techniques
- Using skills to defuse and successfully handle challenging callers
- Applying techniques to your own calls and practising skills

### Dealing with Difficult and Aggressive Behaviour

**Duration: 1/2 day**

**Overview**
NHS staff should be able to come to work without fear of violence, abuse or harassment from patients or their relatives. In the vast majority of cases, patients and their relatives will be appreciative towards those who treat them, but a small minority of people can be abusive or violent towards staff.

This workshop will equip you to deal with such situations, providing you with the skills, methods and techniques to prevent, reduce or defuse aggression if it arises.

**Learning Outcomes**
By the end of this interactive 1/2-day course, you will have explored:
- The possible causes of aggression
- Preventing escalation by identifying early signs and taking action
- Containing it by dealing with difficulties and tensions
- Taking positive steps to deal with the conflict issues, then monitor the effects

### Engaging with Change

**Duration: 1/2 day**

**Overview**
Modernisation of the NHS has brought a period of more changes than we may have used to. This workshop will assist you in understanding how to and the benefit of positively engaging with change.

**Learning Outcomes**
By the end of this interactive 1/2-day course, you will have learned:
- The causes and ‘drivers’ of change
- How and why most people react to change
- The personal benefits of engaging with change
- Tools to successfully discuss and influence localised change

**Course Content**
- How and why we react to change
- Benefits and techniques of positively engaging with change
- Tools for communicating and influencing change

### Goal Setting

**Duration: 90 mins**

**Overview**
Objectives are tools we can all too often take for granted. In order for objectives to really work they need to be well-defined goals that give clarity, direction, motivation and focus. The real purpose of an objective is to inspire you and others to move towards the outcome desired.

This 90 minute workshop will enable you to create concrete objectives and avoid the pitfalls.

**The next 90 minutes will:**
- Explain the nature and purpose of objective setting
- Outline the benefits of setting objectives
- Recognise where objectives come from in an organisation
- Draft ‘SMART’ objectives that are relevant for you

**Outcomes**
- Define goals and objectives clearly
- Align personal and business goals and objectives
- Understand where and how objective setting can go wrong
- Understand how to use the ‘SMARTER’ framework
- Leave with a powerful technique that is simple to implement
Handling Difficult Situations

**Overview**
We all come across difficult workplace situations. This workshop will explore techniques to help you manage these situations. As the expectations of others is a key part of these situations, the course will consider how you manage this, while handling the difficult and still getting your work done.

**Learning Outcomes**
By the end of this interactive 1/2-day course, you will have explored:
- Triggers that cause problems
- What people disagree about
- Indicators of potential conflict
- Appropriate strategies for the situation
- How to gain commitment to solutions or next steps.

**Course Content**
- Identifying your difficult situations
- Common causes and your personal triggers
- Diffusing, dealing and moving on from the situation.

**Interviewee skills**
This course will help delegates to build confidence and skill around the interview process, leading to a greater likelihood of success during interviews.

**Overview**
This course will help delegates to build confidence and skill around the interview process, leading to a greater likelihood of success during interviews.

**Learning Outcomes**
By the end of this interactive 1/2-day course, you will be able to:
- Identify what is being sought by an interview question or job/person specifications
- Prepare and deliver exemplary answers to interview questions
- Build a personal preparation plan before an interview
- Act in professional manner that is relevant to the interview
- Utilise tools and techniques to manage ‘interview nerves’.

**Introduction to Event Management**

**Overview**
Being given responsibility for managing an event can be a daunting task, but running a successful one can be exhilarating, rewarding and great fun if you get it right.

This workshop introduces some key planning and event management tools and techniques. If you’re new to managing events, or you’ve never had the chance to consider how you approach the task before, it can help you get the basics right.

**Workshop Outline**
- Use planning tools and techniques to provide overall control and manage the small details
- Analyse risk, take preventative action and establish contingency plans
- Effectively manage everyone involved
- Consider how to promote an event
- Set up and conduct a post-event review.

**Roles and responsibilities of event stakeholders**
- Project sponsor
- Speakers and presenters
- Administrative and practical support
- The venue team
- Participants

**Publicising and promoting**
- Identifying your audience
- Pre and post event publicity
- Promotional methods

**Running the event:**
- Leading your event team
- Visual aids
- Managing speakers

**Evaluating the event:**
- Individual goals
- Establishing organisational impact
- Closing the project with your team.

**Interviewee skills**

**Overview**
This course will help delegates to build confidence and skill around the interview process, leading to a greater likelihood of success during interviews.

**Learning Outcomes**
By the end of this interactive 1/2-day course, you will be able to:
- Identify what is being sought by an interview question or job/person specifications
- Prepare and deliver exemplary answers to interview questions
- Build a personal preparation plan before an interview
- Act in professional manner that is relevant to the interview
- Utilise tools and techniques to manage ‘interview nerves’.
Knowing Behaviours

Overview
As a manager or a team member you are almost guaranteed to experience and encounter challenging behaviours. We often get caught up reacting rather than responding to difficult behaviour. When you respond you focus more specifically on behaviours efficiently and effectively, maintaining relationships and remaining assertive.

The next 90 minutes will:
- Help you to understand why you react to change the way you do
- Demonstrate the importance of differentiating between things you can influence and things you cannot
- Identify your role in the change process and learn how to make a positive difference
- Complete a personal action plan.

Outcomes
- Enable you to recognise common pitfalls.
- Understand factors that lead us to seeing someone as ‘difficult’
- Explore the significance of our own beliefs
- Recognise classic difficult types of people
- Describe 4 primary reasons why people may be difficult
- Develop a model for dealing with difficult people.

Live the Change

Overview
The only constant in the NHS is change. Often we have no control over changes but we are expected to rapidly digest them and in many cases help to implement them. We will show you how you can thrive on the unexpected and reach your potential in the ‘new world’.

The next 90 minutes will:
- Help you to understand why you react to change the way you do
- Demonstrate the importance of differentiating between things you can influence and things you cannot
- Identify your role in the change process and learn how to make a positive difference
- Complete a personal action plan.

Outcomes
- Enable you to recognise common pitfalls.
- Understand factors that lead us to seeing someone as ‘difficult’
- Explore the significance of our own beliefs
- Recognise classic difficult types of people
- Describe 4 primary reasons why people may be difficult
- Develop a model for dealing with difficult people.

Managing Your Career

Overview
The biggest investment anyone can make is in their own personal development. This half day workshop will help you rediscover your natural skill set, your value to your current and future employers and set you on the path of life-long learning, confidence and an enthusiastic new you.

Learning Outcomes
By the end of this interactive V2-day course, you will have explored:
- What is making this ‘Challenging’
- How to prepare, when you have the time and when you don’t
- What communication skills are essential
- How to structure effective discussions
- Techniques that are useful to try
- How to be more assertive and in control
- Giving useful feedback
- Handling the emotions
- Tools that will allow you to have the difficult conversations.

Workshop Outline
- Prepare and what to do when you can’t
- Communicating and giving feedback techniques Using Emotional Intelligence to be assertive
- Bringing structuring into the conversation
- Techniques to practise
- Action plan and evaluations.

Managing Challenging Conversations

Overview
This workshop helps you prepare for challenging conversations, how to manage the discussion and how to ensure you are talking constructively. It seeks to enhance your existing knowledge and skills for tackling challenging conversations and help reduce the stress that comes with this.

Learning Outcomes
By the end of this interactive one-day course, you will have explored:
- What is making this ‘Challenging’
- How to prepare, when you have the time and when you don’t
- What communication skills are essential
- How to structure effective discussions
- Techniques that are useful to try
- How to be more assertive and in control
- Giving useful feedback
- Handling the emotions
- Tools that will allow you to have the difficult conversations.

Workshop Outline
- Prepare and what to do when you can’t
- Communicating and giving feedback techniques Using Emotional Intelligence to be assertive
- Bringing structuring into the conversation
- Techniques to practise
- Action plan and evaluations.

Minute-Taking Masterclass

Overview
This workshop will build on your existing skills and experience. It will provide an opportunity to explore how to take your minute-taking skills beyond the basic level. The workshop will include an informal assessment of your ability.

Prerequisite
You must already be taking meeting minutes on a regular basis and have done so for a period of at least 6 month in this Trust.

Learning Outcomes
By the end of this interactive V2-day course, you will have explored:
- Communicating with the meeting Chair
- Troubleshooting obstacles to success.
- Approaching the topic as part of the culture and so issues are resolved quickly and respectfully.

Workshop outline
- Developing your skills
- NHS protocols
- Minute styles
- Techniques for preparing minutes
- Taking notes
- Drafting minutes
- Editing minutes
- Taking minutes in an interactive meeting.
Negotiation Skills
Duration: 1/2 day

Overview
This half-day workshop will provide you with a basic comfort level to negotiations with both internal and external customers. This interactive workshop includes techniques to promote effective problem-solving and negotiating techniques.

Learning Outcomes
By the end of the interactive 1/2-day course, you will have explored:
- Characteristics and responsibilities of the note-taker's role
- Preparing for the meeting
- Strategies for successful note-taking

Workshop outline
- The difference between notes and minutes
- Preparing to take notes
- How to listen well and what to listen to
- Different ways to take notes
- Practice time.

Other courses to consider:
Influencing Skills
The workshop provides an opportunity for the participants to explore the basis of positive influencing skills. Truly excellent influencing skills require a healthy combination of interpersonal, communication, presentation and assertiveness techniques.

Learning Outcomes
By the end of this interactive 1/2-day course, you will have explored:
- The role and responsibilities of a Note Taker
- Common obstacles to effective listening
- Selecting the important and relevant points from a discussion
- How to get what you need from the meeting to produce minutes
- Different types of minutes
- How to format a minutes document.

Note Taking for Minutes
Duration: 1/2 day

Overview
By the end of this interactive 1/2-day course, you will have explored:
- Types of negotiators
- Positional bargaining and alternatives to it
- Negotiation essentials.

Note Taking in HR Meetings
Duration: 1/2 day

Overview
By the end of this interactive one-day course, you will have explored:
- How frequently do we negotiate and the benefits of good negotiation skills
- The importance of preparing for the negotiation process, regardless of the circumstances
- Various negotiation strategies, their advantages and disadvantages
- Strategies for dealing with tough or unfair tactics
- Developing alternatives and recognizing options

Course Content
What is Negotiation?
- Strategies for successful note-taking.
- Characteristics and responsibilities of the note-taker's role
- Preparing for the meeting
- Strategies for successful note-taking

Workshop outline
- Selecting the important and relevant points from a discussion
- Methods of note-taking that suits your preferred style
- Ways to select the important and relevant points from a discussion
- Agreeing conventions for the format of notes
- How to produce an accurate set of notes, clearly and concisely.

Persuading and Influencing for Support Staff
Duration: 1 day

Overview
Designed for those PAs, secretaries and administrators who want to be effective by building and managing productive relationships. This workshop has been designed to help support staff to persuade and influence colleagues when necessary. It will also provide you with the knowledge necessary for success in handling conflict.

Learning Outcomes
By the end of this interactive one-day course, you will have explored:
- The differences between manipulating and influencing
- Recognition and practice of helpful behavioural techniques
- Negotiation and conflict resolving skills
- Questioning techniques to achieve results.

Workshop outline
Communication theory:
- The different elements of communication and how they work together to influence our interpersonal communication.

What is Influencing?
- The difference between influencing and manipulating
- The link between self-esteem and influencing; how to build it.

Interpersonal and communication:
- Why does it matter and what is it?
- The difference between personality and behaviour
- Choosing helpful behaviour
- Handling conflict and difficult situations.

Questioning and negotiation:
- Choosing and using appropriate questions
- Being clear on your objectives and bottom line
- Meeting the needs of both parties.
Presentation Skills

Duration: 1 day

Overview
Across the NHS and especially in environments like mental health, obtaining good outcomes from conversations can take skill and deep understanding.

This course is designed to enable staff at all levels to handle challenging conversations with skill. Afterwards, attendees will be able to manage unhelpful behaviours effectively and build positive relationships with visitors, colleagues and patients, leading to enhanced care, both directly and indirectly.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
• Create a great first impression
• Use words, tone and body language effectively
• Actively listen
• Be assertive with callers
• Deliver bad news and say no
• Handle aggressive and confrontational people.

Course Content
• Choosing the right words, tone and body language
• Creating congruence and understanding
• Demonstrating effective listening
• Using assertive techniques
• Skillfully handling challenging conversations
• Addressing your personal barriers to communicating effectively.

Powerful Communication Skills

for NHS Administrators

Duration: 1 day

Overview
The purpose of this workshop is to build your existing skills to enable you to identify and use effective communication techniques; to help you develop your ability in using the telephone at work, to achieve good results for both your patients and you.

Learning Outcomes
By the end of this interactive one-day course, you will have explored:
• The Purpose and approach – adapting to your audience
• Content selection, choosing what you need and putting it into an order
• Building confidence – through preparation and practice
• Voice projection – sound confident and maintaining a good pace/rhythm
• Body language and perception – how this impacts on your audience
• Technology – working with media to present.

Course Content
• What is a presentation?
• Having a strategy
• How people learn and how that affects us
• Using visual aids
• Speaking with power and authority – practise time
• Dealing with nerves
• Handling questions
• Practice of presentations
• Delivery of presentations with feedback.

Professional Telephone Skills

Duration: 1/2 day

Overview
This workshop explores the basics of professional telephone behaviour. It will help you develop your ability in using the telephone at work, to achieve good results for both your patients and you.

Learning Outcomes
By the end of this interactive 1/2-day course, you will have explored:
• Handling calls in a professional manner
• Communicating assertively with callers
• Communicating clearly to avoid or clarify misunderstandings
• Dealing with enquiries, complaints and taking messages effectively.

Course Content
• Professional telephone practices
• Giving and receiving information
• Checking understanding
• Creating trust
• The conversation cycle
• Different types of callers.

Project Management for Support Staff

Duration: 1 day

Overview
Projects cannot be successful without well-trained Project Managers and project support staff all working efficiently and effectively together. This course is specifically designed for people working in project support roles within the NHS.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
• Be a more effective project team member
• Develop the skills needed to prioritise your workload to serve project needs
• Clarify the roles and responsibilities of the key people involved in a project
• Consider your roles and responsibilities as a project member

Course Content
• Understand planning, scheduling and monitoring tools and techniques
• Monitor identified risks associated with a project
• Understand the key issues and skills needed to be a team player.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
• Risk monitor
• Reporting, informing and escalating
• Using and understanding plans and gantt charts
• Organising project meetings and who needs to be there
• Version control

Understand the project objectives
• Understanding the project objectives
• Obtaining a clear brief of your objectives and deadlines.

Putting it into practice – an implementation exercise
• NHS case studies.

Team dynamics
• Team formation
• Team roles

Project Implementation and Control
• Prioritisation
• Meeting timelines for yourself and other members of the team
• Tracking deliverables and reporting progress.

The roles and responsibilities of the wider project team
• The project team
• The sponsor and stakeholders
• The Project Manager
• Project team roles.

The skills and competencies of a project team member
• Consider your roles and responsibilities as a project member

Linked to KSF competencies: C1-L1, C2-L1, C3-L1, C4-L1, C5-L2, G3-L1, G4-L1, G5-L2, G6-L2

Linked to KSF competencies: C1-L2, C2-L1, C3-L1, C4-L1, C5-L2, G3-L1, G4-L1, G5-L2, G6-L2
Leadership and Management Skills Accredited Programmes QA’s full learning proposition

**Reframe for Better Outcomes**

**Overview**
We are all constantly being exposed to new concepts, experiencing situations, digesting information and attempting to influence others. Re-framing is an ability to reconstruct and reposition the way others think in a more positive way. Whether you are reframing a limiting belief or having to reframe the way you and others are tackling a problem, redesigning and influencing approaches can be extremely powerful. Learn how to re-frame skilfully in order to achieve impactful results.

**The next 90 minutes will:**
- Help you to understand why we react the way we do
- Identify your bias thinking and how to make a positive difference
- Explain the impact of representational preferences

**Outcomes**
- Understand the theory behind re-framing
- Reposition your communication when you need to
- Influence yourself positively
- Create and communicate effective approaches to challenges.

**Duration:** 90 mins

**Report Writing**

**Overview**
Reports may be unappealing and unclear. The skills of planning, structuring, writing and editing reports are therefore essential.

**Learning Outcomes**
- Defining the documents purpose
- Considering the needs of the reader
- Effective writing style
- Choosing words and structure that support your message
- Editing your draft for maximum impact.

**Course Content**
- Best practice in structuring your document
- Choosing words and structure that support your message
- Editing your draft for maximum impact.

**Duration:** 1/2 day

**The Time is Now**

**Overview**
Finding even 90 minutes to attend this session will, no doubt, be a challenge. However, it will be worth it. Managing your time effectively is crucial to your working day. It will help you achieve your objectives, keep your internal and external customers happy and ultimately, lead to a stress-free, productive working life.

**The next 90 minutes will:**
- Help you to identify your key time management issues
- Develop your strategies for preventing and controlling interruptions
- Apply time management tools and techniques to the roles and tasks you undertake
- Complete your learning log for action planning.

**Outcomes**
- Pinpoint where you can make improvements to your time management
- Learn techniques to focus better and get more done
- Share time management tips when you get back to your team.

**Duration:** 90 mins

**Touch Typing**

**Overview**
Most people haven’t learnt to touch type, yet use a computer most days whether it’s for emails, reports, imputing customer details or web searches. We can all identify with problems that can occur from slow and laboured typing to physical stress such as eyestrain, sore wrists and painful shoulders.

The good news is that learning to touch type need not be a long and boring process dragged out over a series of lessons over several weeks, with mind-numbing practice. This short course turns traditional typing training on its head.

**Learning Outcomes**
- Typing all the alphabet keys and the main punctuation marks accurately, with the correct fingering and without looking down
- The needs of the reader
- Defining the documents purpose
- Considering the needs of the reader
- Effective writing style
- Choosing words and structure that support your message
- Editing your draft for maximum impact.

**Course Content**
- Understanding how people build new habits most effectively
- Ensuring the right balance between accuracy and speed
- Learning more about learning quickly and memorably
- Learning how to establish a strong “eyes-up” habit from the very start
- Establishing mental and physical ‘knowledge’ of which fingers type which letters/symbols
- Learning the right movements to make with each finger to find each letter/symbol
- Grasping how best to reinforce and embed the new skill in the days following the course
- Sit and hold your arms and hands in the best way to minimise muscle strain and the dangers of RSI and to maximise your dexterity and ‘flow’
- Implement a carefully structured practice regime, with determination and confidence, which is designed to develop and embed your new skill in the shortest possible time after the course.

**Duration:** 1/2 days

**Train the Trainer**

**Overview**
You will benefit from this course if you are new to training or if you already have a responsibility for training and want to improve your existing training skills and techniques.

**Learning Outcomes**
- Select the appropriate training method taking into account individual learning styles
- Design effective learning material
- Develop strategies for building rapport and managing group participation
- Identify your own personal style as a trainer
- Learn how to evaluate training back at the workplace and at an organisational level
- Explore the future for training
- Consider your own continuous professional development.

**Course Content**
- Establishing personal objectives for the course
- Helpful attitudes and values for trainers
- Key elements in training development
- Learning retention
- Multiple intelligences and their application in training
- The use of visual aids
- Designing training - the AMAT system
- Communication skills for trainers
- Elements of communication
- Presentation skills
- The use of questions and listening in training
- The use of language in training
- Managing challenging participants
- Evaluation of training
- Delivery of training session and feedback
- Completion of a personal action plan.

**Duration:** 2 days
Overview
What does it mean to be commercial? Learn how commerciality can be an empowering mindset, enabling cost savings, improved services and the retention of great people.

This session will give you a great grounding in what commercial awareness is and how you can bring these skills into play in a Healthcare context.

Learning Outcomes
By the end of this 1/2-day course, you will be able to:
• Understand and articulate the value of increased commerciality for their organisation
• Describe how the external environment affects their organisation
• Identify where to find information that relates to wider issues of the organisation
• Understand the concept of ‘T-shaped’ people
• ‘Act like an owner’ – take the perspective of a CEO when making decisions that affect the bottom line
• Write a commercial action plan for developing their commercial skills.

Workplace Skills for Healthcare Administrators and Support Staff
Duration: 2 days

Overview
Today’s administrative professional needs a broad portfolio of skills including good decision making, self-motivation, assertiveness and dealing with difficulty. You will benefit from this course if you are a non-managerial administrator, Medical Secretary, PA, Ward Clerk or support staff who wants to enhance your workplace skills.

Learning Outcomes
By the end of this interactive two-day course, you will have explored:
• How the role of administrative professional has evolved
• Your areas of strength and your areas for improvement
• Ways to accept new challenges and responsibilities with confidence
• What motivates you at work
• Techniques to improve your planning and time management
• Influencing and assertiveness skills
• Your preferred working style and relate it to your interaction with others
• Creative thinking techniques and further ways of using your initiative
• How to deal with difficult situations using recognised communication methods.

Course Content
Day 1
• Engaging with changes in administrative roles

Day 2
• Planning and time management
• Showing personal initiative
• Communication skills
• The significance of assertive behaviour
• Your rights and responsibilities
• How to deliver an assertive message

Day 2
• How to influence others
• The benefit of positive language
• Exploring your working style
• The importance of self-motivation
• Working effectively with your manager
• Dealing with difficult situations
• Completion of a personal action plan.
With the recent changes in the NHS there is a greater need than ever before to focus on the needs of the customer, patients, service users, commissioning bodies, suppliers or other healthcare providers. QA has a wealth of experience in supporting staff to engage with customers at all levels. Bespoke versions of all of our courses are also available upon request and our post-course support programme can be added on to help deliver measurable changes in behaviour.

**Customer Care**

**Course Reviews**

“One of the best courses I have attended. Has brought the best out of me and I feel like a much more confident person.”

“Hands down the best training course I have ever been on. The trainer was perfectly prepared, engaging, stimulating and utterly convincing.”

“It has made me want to project everything I’ve learnt and hope to give patients the care they deserve.”

**Contents**

- Customer Care  
- Delivering Excellent Service to Customers and Patients  
- Inside Out  
- Positive Patient Experience  

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Customer Care

Overview
This course will help delegates in a non-patient facing role to build confidence and skills when dealing with internal customers effectively. It will enable them to meet the challenge of consistently providing the best customer service available and building relationships within the organisation.

The skills gained in this course will help delegates deal positively with colleagues and service-users, as well as people in their personal life.

Learning Outcomes
- Identify what makes patient customer care special
- Recognise the value and benefit of taking ownership
- Enhance communication skills which will prevent conflict
- Recognise the value and benefit of taking ownership
- Solve problems on behalf of customers and know how to handle complaints and difficult people effectively
- Resolve problems on behalf of your patients/customers and know how to handle complaints effectively

Course Content
- Personal objectives for the course
- The diversity of our patients/customers
- Moving from an us focus to a customer focus
- Understanding our customer's expectations
- Identify how building rapport will help to overcome the barriers to providing superior customer care
- Overcoming the barriers to providing superior customer care
- Identifying two examples of excellent customer service
- Structuring a conversation with a customer
- Dealing with complaints to resolution
- Personal commitments and action plan

Delivering Excellent Service to Customers and Patients

Overview
Our ability to deliver a service that will exceed patient and customer expectations every time will help to give us a vital quality edge. However, if the image of the service is to be great, then we have to meet the challenge of consistently providing the best customer service we can and that requires us to constantly improve what we do.

The aim of this course is to give you the knowledge and skills to consistently deliver great customer service which reflects the organisation’s standards and expectations.

Learning Outcomes
- Identify who their internal and external customers are and their different needs
- Recognise what makes customer care count and the benefits of creating a positive image
- Solve problems on behalf of customers and know how to handle complaints and difficult people effectively
- Resolve problems on behalf of your patients/customers and know how to handle complaints effectively

Course Content
- Personal objectives for the course
- The diversity of our patients/customers
- Moving from an us focus to a customer focus
- Understanding our customer's expectations
- Identify how building rapport will help to overcome the barriers to providing superior customer care
- Overcoming the barriers to providing superior customer care
- Identifying two examples of excellent customer service
- Structuring a conversation with a customer
- Dealing with complaints to resolution
- Personal commitments and action plan

Positive Patient Experience

Overview
This course will equip delegates in a patient facing role with the tools and techniques required to deal with patients effectively, enabling the delegates to feel confident in their approach and patients to experience a positive outcome.

Learning Outcomes
- Understand the importance of positive patient experience
- Identify how our communication affects our results
- Understand how perceptions of patients are different
- Learn how perceptions of patients are different
- Understand first impressions - why this really counts and why no words are needed
- Learn how our communication affects our results
- Understand themes important to patients
- Recognising patients’ expectations and therefore defuse any potential conflict

Course Content
- Introduction to positive patient experience
- Exploring our communication channels and how to build rapport
- Looking from the patients perspective and gaining new insights
- The top themes important to patients.

Inside Out

Overview
Everyone who works within the NHS has their role to play in ensuring that customers receive the inspiring levels of service that engender trust and confidence. The level of internal cooperation you provide influences and supports colleagues who rely upon your manager to experience a positive outcome.

The next 90 minutes will:
- Identify the customers you directly and indirectly impact
- Define what behaviours make great experiences for internal customers
- Identify how building rapport will help to create positive relationships

Outcomes
- Create an action plan to use great service behaviours in the workplace.
- Identify behaviours that will make a difference to your interactions
- Leave with a plan of action so you can try new techniques.

Course Content
- Identifying two examples of excellent customer service
- Structuring a conversation with a customer
- Dealing with complaints to resolution
- Personal commitments and action plan

Duration: 1 day

Notes:
- Duration: 1/2 day
- Linked to KSF competencies: C1-L1, C1-L2, C1-L3, C2-L1, C4-L1, C4-L2, C6-L1, C6-L2
- NON ROLE SPECIFIC
Equality and Diversity

QA’s suite of Equality and Diversity courses has been designed to align with both Core Dimension 6 of the KSF and the required learning objectives of the London Procurement Programme. Our practical and engaging classroom based sessions are designed to raise awareness of the statutory and legal responsibilities around equality and diversity legislation and these apply back in the workplace.

The session we have designed specifically for board level is focused on how to develop a robust E&D strategy to raise awareness and minimise corporate risk.

Course Reviews

“The trainer was very patient and encouraging. Fun way to learn. Have strongly recommended this course to my colleagues, should it be available again.”

“Motivated, consistent, knowledgeable - one of the best presented courses I have been on.”

“The Course was outstanding and there were no aspects of it that could be improved on. The trainer was excellent and made all the sessions very interesting, interactive and thought provoking.”

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Equity and Diversity for Directors and non-executive Directors

Overview
This course will help Board members and senior staff to build awareness of the Equality and Diversity regulations currently affecting all statutory organisations. The course will briefly review good practice tools, procedures and guidelines in order to assist delegates in the creation or updating of Equity and Diversity strategy.

The benefits derived from this course will be a higher level of awareness around Equality and Diversity legislation and procedures, supporting a ‘best practice approach’ that minimises risk and long term costs.

Learning Outcomes
By the end of this interactive 1/2-day course, you will be able to:
• Understand the requirements placed upon public bodies by the European Convention on Human Rights, the 2010 Single Equality Scheme and additional regulations such as the Public Sector Duty of Care
• Build a strategy based around the use of existing Equality and Diversity staff, support groups, Equality Analysis tools and Equality Delivery Strategy tools (EAs and EDGs).

Course Content
• Defining Equity and Diversity
• Awareness of legally protected characteristics
• Exploring the Single Equality Act and Human Rights convention
• Tools and support: Utilising staff groups, Equality Analysis tools and Equality Delivery Strategies
• Developing your Equality and Diversity Strategy.

Managing Equity and Diversity

Overview
This course aims to help managers reflect and devise an action plan to support the organisation to meet the requirements of the public sector equality duty.

It will enable managers to list the responsibilities under the Equality Act towards supporting staff, service users as well as to the organisation. By raising awareness around Equality and Diversity legislation and issues it will enable managers to identify a ‘best practice approach’ when managing teams and valuing diversity. This will highlight vicarious liability issues and reduce risk of discrimination and inequality.

This course will be delivered in a ‘workshop style’ and will offer activities, thought provoking ideas, case law scenarios and time for discussion with involvement of the whole group.

Learning Outcomes
By the end of this interactive 1/2-day course, you will be able to:
• Explain what Equity and Diversity means
• List the benefits of Equity and Diversity in the workplace including of a diverse workforce and its role in business success
• State staff and the line manager’s rights and responsibilities in the workplace
• Define various behaviours at work under Equity legislation that could be deemed unlawful
• Identify strategies for promoting equity and inclusion at work
• Agree an individual action plan to look at next steps.

Course Content
• Personal objective setting for the course
• Discussion around what is Equity versus Diversity and the differences between Equal Opportunities and Diversity
• Why have Equity and Diversity in the workplace
• Staff and line managers’ rights and responsibilities at work and how individual’s rights are protected at work
• Discussion: beliefs model and our metaprogramming. How values, beliefs and stereotypes including unconscious bias and prejudice are shaped and how our behaviours reflect our attitude around these
• Definitions of and what constitutes discrimination: direct and indirect discrimination
• Positive action versus positive discrimination
• Harassment
• Bullying and victimisation in the workplace
• Current Equity and Diversity legislation and how this translates into the workplace
• Case law to encourage further discussion including vicarious liability and reasonable adjustments
• Dealing with sensitive issues and possible conflict in low key amicable way
• Public sector: general and specific duties and promoting Equity and Diversity: linking to action plan (objectives).

Valuing Equity and Diversity

Overview
This course is designed as an introduction to Equity and Diversity for NHS staff without supervisory or line management responsibilities. The course will build competence in the KSF core dimension 6 (E&D) for indicator levels 1 and 2.

The benefits derived from this course include: a higher level of awareness around what is Equity and Diversity and the benefits and value of both. It will deal with issues such as unconscious bias and prejudice and how these can impact on attitude and behaviour and therefore impact colleagues, service users and the organisation as well as colleagues and the wider community.

It will introduce Equity and Diversity legislation and unlawful behaviours linked to this as well as staff rights and responsibilities at work.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
• Understand what the KSF terms ‘valuing diversity’ and ‘protecting equality’ mean in the practical terms of behaviour and procedure
• The benefits of Diversity and Equality

Course Content
• Exercise and discuss - define ‘protecting equality’ and ‘valuing diversity’
• Why have Equity and Diversity at work?
• Who is it for?
• Exploring what are prejudice and discrimination arise and how they arise.
Leadership and Management Skills

As a result of the significant amount of leadership and management training QA has provided to the NHS organisations over the last 5 years, this portfolio of courses represents a comprehensive collection of learning activities. They were designed in collaboration with many of the Trusts and Boards we continue to work with and are available in a range of formats.

In addition QA continues to offer a full bespoke service in order to provide tailored leadership and management programmes, such as:

- Band 6/7 Clinical team leader programme
- Band 7/8 Management development programme
- ILM Accredited first line management programme

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Course Reviews

“The trainer has instilled more confidence in me in my role. They have helped identify strengths and weaknesses and has given me strategies to move forward in my career.”

“Best trainer and course I have been on in 20 years of the NHS. Just a pity you can’t clone the trainer as they were excellent!”

“Honestly brilliant! Very knowledgeable and flexible. Able to rearrange and tailor content and pacing for the group. Created an atmosphere that made learning a joy.”
Leadership and Management Skills Accredited Programmes QA’s full learning proposition

• Learn effective influencing styles.
• Give and receive feedback
• Understand the basics of managing poor performance
• Enhance performance in a number of ways
• Understand how teams evolve and the roles involved
• Learn how organisational values impact management
• Evolve your role as an administrator support
• Identify your key time management skills and behaviours do not always come naturally to some people but if you have the desire and willpower, you can become an effective leader.

Good leaders develop through a never-ending process of self-study, education, training and experience. This course is aimed at helping leaders achieve greater results through developing them to create high performance teams and to have a better understanding of what makes a high performing team.

Course Content
• Building capability
• Differences between management and leadership
• 21st century leadership
• Leadership styles
• Situational leadership and leadership theory
• Action planning.

The Manager’s Toolkit is a suite of one-day training modules, designed by QA, aimed at providing a complete set of essential management skills for NHS managers.

Achieving Goals and Meeting Targets

Overview
Do you find yourself overwhelmed by the number and complexity of tasks and projects that need to be completed each day? As the day flies by, do you often feel as if you haven’t paid enough attention to each task because other tasks keep landing on you, co-workers interrupt you with questions or you can’t get it all organised?

This course is designed to help you identify your key time management issues, achieve your goals and priorities and develop strategies to minimise interruptions.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
• Implement the ten principles of time management
• Identify your key time management issues and how they relate to your key work objectives
• Use goal-setting and milestone review techniques
• Develop strategies for preventing and controlling interruptions to your plans
• Proactively apply time management tools and techniques to the roles and tasks you undertake.

Course Content
• Adair’s ten principles of time management
• Setting objectives and establishing plans
• Dealing with interruptions
• The ‘LEADS’ process
• The four D’s of time management
• Setting priorities – defining urgent and important
• Developing an effective ‘task’ list.

Overview
To inspire your colleagues into higher levels of teamwork, there are certain things you must be, know and do. These skills and behaviours do not always come naturally to some people but if you have the desire and willpower, you can become an effective leader.

Good leaders develop through a never-ending process of self-study, education, training and experience. This course is aimed at helping leaders achieve greater results through developing them to create high performance teams and to have a better understanding of what makes a high performing team.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
• Gained an understanding of the theories associated with being an effective manager
• Understand the changing requirements of a 21st century manager-leader
• Describe your preferred styles of management and the impact of your behaviour on others
• Use values to create high performance teams.

Course Content
• Building capability
• Differences between management and leadership
• 21st century leadership
• Leadership styles
• Situational leadership and leadership theory
• Action planning.

The Manager’s Toolkit is a suite of one-day training modules, designed by QA, aimed at providing a complete set of essential management skills for NHS managers.
Building Resilience

Overview
In stressful times, resilience has never been more important. This course looks at techniques for developing your resilience, as well as your ability to handle conflict in the workplace. It will help you manage difficult one-to-one conversations, as well as build your own personal strength.

People who develop and practice their resilience will perform better and respond more quickly and effectively in times of crisis and change. Ultimately, dealing with difficult situations effectively is less draining on you as a leader, your staff and team relationships if you’re resilient. It plays a key role in helping you achieve your trust’s goals and objectives.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
• Understand what resilience is
• Build strategies for developing your resilience
• Support and work with your team to build their resilience
• Understand the sources of conflict
• Look at your style in dealing with conflict
• Recognise how to deal with difficult conversations
• Promote healthy work environments to reduce stress and tension in the workplace.

Coach and Develop

Overview
This course provides an introduction to developing your coaching skills in the workplace.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
• Define what coaching is
• Identify the key qualities of a coach
• Identify coaching benefits and approaches
• Use the ‘GROW’ model to structure a coaching conversation
• Give quality feedback
• Enable positive reframing
• Evaluate coaching effectively.

Communicating for Results

Overview
The ability to communicate effectively is a key skill. Organisations depend upon people being able to get their message across clearly and this course will help you to establish and maintain honest and co-operative relationships with your team.

Being able to express yourself clearly and in the correct way will change the way you are seen, as being able to communicate well will enhance every aspect of your role within the NHS. Your team will understand you and respond more positively to you. You will encounter less resistance and frustration with your ideas.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
• Establish your current practice for communicating to your teams
• Communicate and influence in an assertive manner

Coaching for Results

Overview
Do you want to get the best out of your teams?
Would you like to be able to support your people with structured coaching?

In today’s competitive environment the pressure on managers to get the best out of people continues to grow - one way of achieving this is through coaching. Coaching is extremely cost effective and reaps great rewards, providing the coach understands the process and obtain the necessary skills.

This course will improve your understanding of the coaching process, develop your coaching skills and enable you to introduce coaching back in the workplace.

You’ll benefit from this course if you are a manager who needs to coach your team members to maximise their effectiveness.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
• Define coaching and describe the coaching cycle
• Identify what helps and what hinders the coaching process
• Enhance your skills as a coach including the use of feedback to help individuals develop
• Develop the confidence to encourage people to solve their own work problems
• Recognise coaching opportunities to develop staff

Workshop outline
• Personal objectives for the course
• Why manage performance?
• What is coaching?
• How does coaching compare with other systems?
• The characteristics of a good coach
• The learning cycle and learning styles
• The spectrum of coaching skills
• What do coaches do?
• Key coaching skills: building rapport, contracting, questioning and listening skills, observing and analysing, giving feedback
• Selecting a coaching style - the skilled matrix
• The ‘GROW’ model of coaching
• Conducting a coaching session
• Motivating your team
• Negative cycle of de-motivation, positive cycle of motivation
• Evaluating coaching
• Putting it all together - coaching case studies
• Completion of a personal action plan.

Decisions, Decisions, Decisions

Overview
Managers and staff are expected to make decisions that ultimately affect efficiency, costs and morale. Some of the best decisions carry potential risk. The trick is to understand the potential risks and weigh things up using simple structured techniques to ensure you make successful decisions.

The next 90 minutes will:
• Understand how to make a decisions using PMI
• Identify ways to review decisions and outcomes
• Evaluate decisions to minimise risk
• Complete a personal action plan to use when you next have to make an important decision.

Outcomes
• Decision making styles
• Learn practical decision theories and techniques
• Understand how to use decision trees.
Personal Effectiveness  Customer Care  Equality and Diversity  Leadership and Management Skills  Accredited Programmes  QA’s full learning proposition
**Leadership and Management Skills Accredited Programmes**

**QA’s full learning proposition**

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Do things differently

An introduction to process improvement (LEAN)

Overview

The whole public sector is looking closely at how best to do more with less. Using relevant case studies and examples, this course will provide an insight into what is possible within an environment where resources are scarce.

Having a system to unpack what is not working can challenge poor practice and improve productivity, morale, safety and performance. The LEAN approach provides you with a simple and interactive method to reflect on your organisational approach and work together to produce a better solution.

Participants will leave inspired by practical examples of how their organisation can exceed expectations and be more creative, even within a price conscious and cost-cutting environment.

Learning Outcomes

By the end of this interactive one-day course, you will be able to:

- Describe the key interventions that can move an organisation from good to great
- Name practical, real world examples of what best practice looks like
- Match current knowledge, skills and experience with the future needs of a more commercial environment
- Understand the basics of the ‘LEAN’ thinking structure and its application
- Document current processes using a process mapping tool
- Articulate the strengths and weaknesses of a process to others
- Evaluate and challenge the current process and devise a solution to improve it

Course Content

- Creating a vision and mission for your team
- Identify which developmental stage your team is at and how to move it forward
- Define and challenge what you do and what you delegate
- Become familiar with the Belbin model and its practical use
- Recognise Belbin team roles in yourself and others
- Create an action plan using team roles for your team members, the team as a whole and yourself
- Develop your personal action plan

Overview

This workshop is designed to provide and build upon the core skills needed to deliver feedback effectively. Using a variety of techniques and models, this workshop provides practical opportunities to develop this essential skill for a workplace professional.

Learning Outcomes

By the end of this interactive 1/2-day course, you will be able to:

- Understand what feedback is and what it should be used
- Deliver appropriate feedback in a range of situations
- Know how to handle difficult responses
- Recognise how to challenge, without threatening relationship

Workshop Outline

- What is effective feedback?
- When to deliver feedback
- The benefits of feedback
- Instant feedback vs formal feedback
- Preparing for giving feedback
- The value of questioning
- Exploring different behaviours
- Handling emotional reactions to feedback

Overview

Does managing a budget appear like a mountain to climb?

Does the language or “jargon” of finance leave you baffled and bewildered?

Would you like to manage your budget more effectively and in less time?

Would you like to see your fear of finance eradicated?

Financial discipline, efficiency, planning and strategy are critical to the success of any organisation. This has become increasingly important within the NHS and a key performance indicator of the long term prospects of individual Trusts in what continue to be turbulent times. Most importantly the application of these financial skills is vital to the continued expansion of the provision and quality of patient care.

You will benefit from this course if you are a budget holder and/or have any responsibility for the maintenance, monitoring and control of a budget.

Learning Outcomes

By the end of this interactive one-day course, you will be able to:

- Define what a budget is and its role as a management tool
- Understand the budget process and the budgetary cycle
- Plan the design and layout of a budget
- Understand costs and how they are recorded – “translational reporting”
- Set and accurately profile a budget – establish a coherent methodology
- Recognise key responsibilities; monitoring payment authorisations, cash management
- Appreciate the effect of timing issues on a budget (accruals and prepayments)
- Manage a budget through variance analysis
- Better communicate with your Finance Department regarding your budget.

Workshop Outline

- Structure of the NHS
- How the NHS and individual Trusts are funded
- The role of the Finance Department
- Key financial concepts – “de-mystifying the jargon”
- Definitions: assets, liabilities, capital income and expenditure
- Recording expenditure – capital and revenue expenditure
- What is a budget? The budget process and cycle
- The budget as a management and communication tool
- Key elements in the design/profiling of a budget
- Cost centres and cost codes
- Costs – the various types and their behaviours
- Key NHS cost categories
- Cash management – invoicing/forecasts/stock control/purchasing
- Payment authorisations
- Monitoring the budget – variance analysis
- Planning ahead, establishing a future strategy

Overview

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- Payment authorisations
- Monitoring the budget – variance analysis
- Planning ahead, establishing a future strategy
Introduction to Myers Briggs (MBTI®)

Overview
This course is essential for anyone who wants to improve their personal interaction and relationship with those they work with and understand the differences in the way we work. It is well recognised that successful individuals are able to adapt their behaviours to suit those they are engaging with. This course focuses on providing insights into the ways people operate so that you are able to use your behaviour and language to suit the individual and situation.

MBTI (Myers Briggs Type Indicator) enables you to identify your unique gifts and personality. The information enhances understanding of yourself, your motivations, your natural strengths and your potential areas for growth. It will also help you appreciate people who differ from you. Understanding MBTI type is self-affirming and encourages cooperation with others. MBTI results identify valuable differences between normal healthy people – differences that can be the source of much misunderstanding and miscommunication. Recognising these differences is key to getting the most from the strengths and dynamics of those individuals.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
- Understand our own personality preference type
- Increase self-awareness and challenge self-perception
- Understand the differences between the four dichotomies of type
- Understand how your type contributes to the way you work with others
- Recognise personal drivers and adapt to those of others
- Explain the benefits of knowing the personality preferences of oneself and co-workers
- Apply what you learn about personality type and experience differences first hand through a range of activities.

Workshop outline
- An overview behind MBTI
- Self Assess MBTI preference type
- Reported MBTI preference type
- Best fit MBTI preference type
- Typical behaviours and characteristics for each of the 16 preference types
- Communicating with others who may have different preferences
- Influencing and persuading others who may have different preferences
- Getting the most from other types and their contributions to the team
- Team roles linked to type
- What types need from leaders to get the most from them.

Leading Change
Duration: 1 day

Overview
This course looks at the role of the leader during times of change. It is designed to help you manage change effectively in the NHS, using models and examples to understand what is happening and how to respond for maximum effectiveness.

It tackles practical steps, as well as recognising the emotional stages staff go through, helping you implement a change successfully and go beyond it to build great performance.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
- Define what change is and how it impacts the way people work
- Recognise and apply Bridges’ three stages of transition
- Identify and action Kotter’s 8 steps to successful change
- Use communication effectively during change
- Recognise and influence change groups
- Identify where your team are on the change curve
- Deliver effective feedback during change.

Course Content
- Considering what makes change difficult
- Identifying the role of the leader at each stage of transition
- Applying Kotter’s 8 steps to your own change
- Creating a communication plan and overcoming barriers
- Recognising resistors and enthusiasts and engaging them effectively
- Using the change curve in practice
- Delivering effective feedback during change.

Managing in a Commercial Environment
Duration: 1 day

Overview
As the Healthcare sector becomes more commercially streetwise, different demands are being made of managers. Increasingly, there is an expectation that great managers will be able to balance the management of people with the management of budgets.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
- Understand financial jargon
- Understand the financial drivers within Healthcare
- Understand the importance of a compelling business case
- Explore how cost control and reduction can help save your organisation money
- Communicate effectively to motivate others and meet the challenge.

Managing Meetings
Duration: 1 day

Overview
One of the key measures of effective meetings is creating an environment where information can flow freely during a meeting. This requires the qualities and skills of a good chairperson. This course will give you an understanding of the meeting process and how to control and energise discussion.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
- Learn how to build a strong mentor/mentee relationship
- Know when mentoring is the right approach and when it is not
- Learn the core skills of contracting, questioning and listening
- Develop trust
- Using positive language
- Developing and challenging your mentee
- Effective mentoring models
- Address problems that can arise and how to address them
- Learn about different feedback tools.

Mentoring Skills
Duration: 1 day

Overview
This one day workshop explores how to be a mentor. It looks at the key attributes of being a good mentor, the roles and responsibilities of a mentor and what is required to build a good mentor/mentee relationship.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
- Understand how mentoring differs from supervision, management, training or coaching
- Learn the core skills of contracting, questioning and listening
- Understand the skills and attributes of effective mentors
- Know when mentoring is the right approach and when it is not
- Learn how to build a strong mentor/mentee relationship
- Learn effective mentoring models
- Address problems that can arise and how to address them
- Learn about different feedback tools.

Workshop Outline
- When to mentor
- Developing and challenging your mentee
- Developing trust
- Using positive language
- Active listening techniques
- Questioning skills
- Mentoring models
- Being flexible to meets the needs of the mentee
- Feedback skills.
Motivating Others

Overview
To gain loyalty and commitment you need to consider people’s social and psychological needs. This means motivating your workforce properly. Using popular motivational theory, you will explore what motivates people at work and the differences in individual motivation.

Learning Outcomes
By the end of this interactive 1/2-day course, you will be able to:
• Understand what motivation is
• Define motivation and how it is commonly addressed
• What motivates you and what motivates them
• Identify what can motivate and demotivate people
• Create a motivational workplace
• Maintain your team’s motivation
• Understand how to make your life easier.

Workshop Outline
• Defining motivation and how it is commonly addressed
• What motivates you and what motivates them
• Identify what can motivate and demotivate people
• Create a motivational workplace
• Maintain your team’s motivation
• Understand how to make your life easier.

Principles of Project Management

Overview
A huge number of staff working in a Healthcare organisation will be involved in working on a project, either a Project Manager or member of a project team, as part of their wider role. This course is aimed at those staff who need a good solid grounding in the principles of Project Management without becoming professional Project Managers.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
• Identify when a piece of work should be run as a project
• Clarify the roles and responsibilities of the key people involved in a project
• Define project goals, success criteria and milestones and integrate these with programme management
• Use planning, scheduling and monitoring tools and techniques
• Identify and manage risks associated with a project
• Understand the key issues and skills needed to manage project teams
• Appreciate the importance of project review and identify lessons learned.

Workshop Outline
• What is Project Management in the NHS?
• What is a project?
• What is Project Management?
• The roles and responsibilities of the wider project team

• The project team
• The sponsor and stakeholders
• The Project Manager
• Project team roles.

The skills and competencies of a Project Manager
• Risk monitor
• Reporting, informing and escalating
• Identifying and communicating with Stakeholders
• Organising project meetings, who needs to be there
• Version control.

Problem Solving for Managers

Overview
Managers need to learn the skills and techniques required to develop effective solutions to problems and the tools to implement the solutions. We all have the capability to invent solutions that are both highly creative and effective and tackle problems head-on with a view to finding out the root cause and fixing them for good.

You will learn how to develop effective and creative solutions to challenging problems.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
• Practice using various tools and techniques to recognise, investigate and analyse problems
•Describe the scope of the problem and its impact on the bigger picture
• Capture relevant data and information and use it in a methodical way to identify possible solutions
• Assess your natural creativity
• Identify ways to review outcomes, monitor and evaluate ongoing reviews.

Course Content
• The nature of problem solving
• What operational problems does your team face
• Problem identification
• Analysing the problem – providing the background
• Creative thinking
• Solution selection and evaluation
• Action planning.
Running Effective Meetings

Overview
Managing performance is at the heart of leadership, an essential part of maintaining motivation and engagement. It is in essence the process of communicating effectively with staff, so that issues with their performance are addressed and resolved. They are recognised for their strengths and successes and individuals and teams are strengthened as a result.

This module looks at both formal review conversations held at set times of the year, as well as informal performance conversations you may hold at any time, but are essential in order to resolve an issue.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
• Identify your key messages and goals in managing performance
• Use questioning and listening skills effectively
• Recognise the risk of unconscious bias
• Create ‘SMART’ performance objectives.

Course Content
• Identifying your message
• Creating performance review questions
• Using listening skills and body language effectively
• Eliminating unconscious bias
• Giving effective feedback
• Handling challenging conversations
• Creating smarter objectives
• Practicing performance management conversations
• Developing your personal action plan.

Workshop outline
Planning and Preparation:
• Establishing the purpose of the meeting and prioritising content

• Building an effective agenda.

Preparing participants:
• The role of the Chairperson
• Opening strongly - setting the tone
• The main body of the meeting - staying in control
• Checking conclusions and closing.

Handling Conflict Assertively:
• Handling contentious issues - preparing for and defusing conflict and disagreement
• Keeping discussions constructive.

Overview
Running a meeting effectively can be satisfying, productive and a demanding challenge. This half-day session demonstrates that skilled chairpeople are made, not born.

Anyone can prepare correctly and apply skills that ensure meetings are productive, achieve their goals and earn plaudits from all who attend.

Duration: 1/2 day

Stakeholder Analysis

Overview
Understanding who your stakeholders are, analysing what they need and communicating effectively with them is a key priority right now. This structured session will provide you with the toolkit to identify, research and map your stakeholders.

This course will be of value to those who need to create, maintain and build successful business relationships with internal or external stakeholders within the new commissioning environment. You will also explore the key behaviours and motivators required to develop these relationships.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
• Identify current and future stakeholders
• Develop a stakeholder matrix
• Carry out a relationship mapping activity
• Assess the quality of their relationships with stakeholders
• Identify key responsibilities on both sides
• Match the handling of a stakeholder with the appropriate approach
• Implement a range of simple actions to deliver improved interactions.

Overview
If you want to achieve your targets and key objectives, the likelihood is that you will have to lead a group of individuals to achieve a common objective. Your challenge as a manager or supervisor is to create a motivated team that will reach its full potential. This course will help you achieve greater results through others by developing the people skills needed to develop, motivate, encourage and manage the performance of others in a way that is both firm and fair.

Learning Outcomes
By the end of this interactive two-day course, you will be able to:
• Understand the roles of a supervisor and team leader
• Learn how organisational strategy, mission and goals impact individuals

Course Content
• Developing your personal action plan.
• Creating smarter objectives
• Handling challenging conversations
• Giving effective feedback
• Eliminating unconscious bias
• Using listening skills and body language
• Creating performance review questions
• Identifying your message
• Maximise the achievement of goals
• Monitor and review tasks
• Find ways to enhance performance
• Understand the basics of managing poor performance
• Learn how teams and individuals utilise motivation to work
• Manage personalities and behaviours to motivate and achieve.

Workshop outline
Day 1
• Introduction
• My organisation's mission, goals, objectives and strategy and communicating these to the team
• How do objectives and goals affect the way that we work?
• Allocation of work in my team
• Why monitor my team's work - checking progress and ensuring that people know what is required of them
• What is underperformance?
• Causes of underperformance
• Taking action – providing support and assistance
• Review of Day 1

Day 2
• Review of Day 1
• What have we learnt so far?
• Rectifying issues when things don't meet required standards
• What have we learnt so far?
• Maximise the achievement of goals
• Monitor and review tasks
• Find ways to enhance performance
• Understand the basics of managing poor performance
• Learn how teams and individuals utilise motivation to work
• Manage personalities and behaviours to motivate and achieve.

Workshop outline
Day 1
• Introduction
• My organisation's mission, goals, objectives and strategy and communicating these to the team
• How do objectives and goals affect the way that we work?
• Allocation of work in my team
• Why monitor my team's work - checking progress and ensuring that people know what is required of them
• Ways that work is monitored in your organisation
• Plan, do, review – the business planning cycle
• Rectifying issues when things don't meet required standards
• What have we learnt so far?
Talent Management

Overview
The most important relationship in retaining and developing staff is between an employee and their manager. Good leaders develop through a never-ending process of self-study, education, training and experience. Great leaders encourage and empower their team members to follow this route of self-improvement.

This course has been specifically designed to help managers identify potential in team members and to inspire them to develop that potential.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
• Understand the importance of the manager’s role in the development of others
• Understand the part learning and development plays in employee engagement and discretionary effort
• Encourage your team members to take personal responsibility for their own development
• Enhance your skill in having on-going coaching conversations with team members
• Use the Skill-Will matrix to help identify learning opportunities for your team members
• Identify learning styles and how these will help you to support the development of your team
• Understand the 70/20/10 model of learning
• Signpost team members to sources of support internally and externally.

Course Content
• The manager’s role in the development of the team
• Research on the manager’s role in employee engagement
• Coaching and feedback
• Skill-Will matrix
• Learning styles
• The 70/20/10 model of learning
• Internal and external learning resources.

The Emotionally Intelligent Manager

Overview
Leaders and managers must display a broad range of business and personal skills, but a landmark study of over 42,000 individuals has found that our Emotional Intelligence (or ‘EI’) is the single biggest factor for success. People with well-developed EI tend to achieve more, have greater influence within their organisations and are generally more effective in what they do. EI is an essential skill in any professional’s toolkit, that wherever possible should be developed to a high standard of competence.

This course will provide a high level introduction to the core concepts of Emotional Intelligence.

Learning Outcomes
By the end of this interactive one-day course, you will be able to:
• Understand and use the core principles of Emotional Intelligence (EI) in any situation
• Identify how EI relates to Transactional Analysis (TA)
• Take control of difficult situations involving leadership, change, group conflict or team motivation.

Course Content
• Identifying what Emotional Intelligence is
• Recognising frameworks for implementing EI
• Using the ‘DOPE’ model effectively
• Identifying hot buttons
• Using TA and the OK Corral
• Using the change curve in practice
• Delivering effective feedback during change
• Action planning.
The Institute of Leadership and Management (ILM) is the UK’s leading awarding body for management and leadership education, with a well-founded reputation for quality and adaptability. The ILM is founded on the principle that skilled managers and leaders hold the key to creating positive workforces that deliver organisational and economic success. With the ILM, qualifications and membership services combine to drive up the standards of leadership and management and improve individual and team performance.

QA has produced a full range of ILM accredited programmes for NHS staff. These developmental programmes are focused on providing delegates with learning that will enable real behavioural change back in the workplace, while also providing nationally recognised qualifications. All of the programmes contain work based assignments, reflective views, tutorial support and classroom delivery.

Additional topics can be added to all of these programmes if required to produce a bespoke learning solution, either by adding additional accredited or non-accredited modules. An optional post-course support programme of facilitated action learning sets is also available to help delegates transfer their learning back to the workplace.

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Conditions apply. You will be expected to complete and submit all of the assignments associated with your qualification as required by the ILM. The ILM require all qualifications to be completed within three years of registration.

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Course Reviews

“Nice balance of humour and focus. Able to keep interest and motivate the group.”

“The Trainer’s delivery and approach to the course was fantastic. They know about everything.”

“Great trainer and good topics discussed very relevant to my work place.”

“Very relevant to my current job role.”
Leadership and Management Skills Accredited Programmes

**Overview**

Leading a team or working as a supervisor is a challenging and rewarding role, which for many is their first experience of leadership.

Historically, this type of leadership role has often been overlooked with regards to formal training, leading to poor performance. This is something that proves increasingly challenging for organisations as they strive to do more with less, relying upon the critical role of the team leader or supervisor to achieve this.

**Outcomes**

This qualification will enable managers to:
- Define the role that team leaders and line managers in the organisation play and their key responsibilities
- Use feedback and communication techniques to enhance their own performance and that of the team
- Define key ways that they can support and enhance team motivation and productivity, helping to reduce areas of poor performance
- Effectively implement techniques to monitor the team's output and improve productivity.

**Style and Structure**

This highly participative four-day programme is designed to use facilitated discussion, presentation, case study, group work and research in order to provide a rich learning experience. This can be applied directly in the workplace whilst allowing participants to complete a government-approved qualification.

Typically this programme is run over a three-month period, with sessions held bi-weekly. Additional modules can be added from our extensive portfolio of courses in order to create a programme that meets your needs.

**Assessment and Course/Qualification Support**

This nationally accredited course, certified by the Institute of Leadership and Management, comprises two work-based short-answer papers. Support with assessment and application of learning back in the workplace is included both during and after the programme.

**Day 1 – Introducing the programme and developing yourself as a team leader**

- **Qualification induction**
- **Why do I need to develop my team leadership skills?**

**Day 2 – Developing yourself as a team leader**

- **What is feedback?**
- **Identifying personal strengths and areas for improvement**
- **Establishing and maintaining trust in the team**
- **The importance of trust when leading a team**
- **Understanding performance requirements and how do they benefit the individual and the organisation?**
- **Planning personal performance improvement.**

**Day 3 – Motivating the team to perform**

- **What is underperformance?**
- **What effect does underperformance have on the individual and the team?**
- **Causes of underperformance**
- **Taking action – providing support and assistance**
- **Getting motivation?**
- **Personalities and behaviour – motivating different people**
- **Motivating my own team – putting this into practice.**

**Day 4 – Planning and monitoring work**

- **My organisation’s mission, goals, objectives and strategy**
- **Communicating these to the team**
- **How do objectives and goals affect the way that we work?**
- **Allocation of work in my team**
- **Checking progress and ensuring that people know what is required of them**
- **Why monitor my team’s work?**
- **What is feedback?**
- **Redefying issues when things don’t meet required standards.**

**Day 5 – Understanding Leadership Leading and Managing a Team Effectively**

- **Overview of modules**
- **Course format**
- **Assessment process**
- **What is team leadership?**
- **Key responsibilities of team leadership**
- **Levels of responsibility and referring to others in authority.**

**Core Programme: Day by day**

- **Overview of modules**
- **Course format**
- **Assessment process**
- **What is team leadership?**
- **Key responsibilities of team leadership**
- **Levels of responsibility and referring to others in authority.**

**Day 1 - Introducing the programme and Leadership and Management**

- **My Award Induction to the programme**
- **What’s in it for me?**
- **What is leadership?**
- **Leading and Managing**
- **Action-Centred Leadership**
- **Understanding leadership behaviours.**
- **Effectively adapting your leadership behaviours.**

**Day 2 – Leading and Motivating the team**

- **How does my leadership affect the performance of my team and individuals within it?**
- **What is motivation?**
- **Why is motivation important?**
- **Common motivation theories and concepts.**
- **Maslow, Herzberg, McGregor**
- **Bruce Tuckman’s Developmental Sequence in Small Groups**
- **Assignment Brief.**

**Day 3 – The Manager as Coach and One to one Assignment Support**

- **What is coaching?**
- **The ‘GROW’ model**
- **The manager as coach**
- **Putting it into practice: coaching exercise**
- **One to one assignment support.**

**Day 4 - Solving Problems and Making Decisions**

- **Mission, vision and strategy - what is it?**
- **Putting this in place throughout the organisation**
- **Defining and communicating vision and strategy**
- **Organising and facilitating 1:1 and team meetings**
- **Effective feedback techniques**
- **Assignment Brief.**

**Day 5 – Understanding Action Learning Sets and one to one support**

- **What is Action Learning?**
- **Why use Action Learning?**
- **L=P+Q+R**
- **How to effectively use Action Learning sets**
- **Putting it into practice: Action Learning set**
- **One to one assignment support.**

**References**

- **QA’s full learning proposition**
Leadership and Management Skills Accredited Programmes

Overview
Coaching and mentoring managers is essential for the development of a high performing, collaborative business. Establishing a core of effective managers who can develop staff and communicate strategy effectively to staff about what is expected of them and feel supported, is pivotal to successful competitive businesses.

Modules covered: Understanding the skills, principles and practice of effective management coaching and mentoring, reviewing own ability as a management coach or mentor, undertaking management coaching or mentoring in the workplace. Programme duration is approximately 9 months.

The workshop is highly participative, using facilitated discussion, brief presentations, coaching practices and feedback. The workshops promote reflection and improvement, and encourage delegates to find opportunities to apply the learning in the workplace. Delegates are supported with action learning based coaching sessions and will complete three workplace based learning assignments, which are assessed and verified by the ILM in order to achieve their qualification. Delegates will be asked to conduct coaching sessions with three colleagues to coach for the duration of the programme. The coaching documentation will play an essential part in the assessment.

Target Audience: This programme is for managers with significant responsibility for coaching and mentoring as part of their day-to-day role, learners planning to move into a development role and those wishing to start a career as a freelance coach or mentor.

Course Outline
By the end of the course you will be able to:
• Overcome barriers to coaching and establish trust and credibility with the people you coach
• Practise effective listening and questioning skills
• Utilise established coaching models and frameworks
• Create an effective coaching diary and records
• Respond effectively to feedback for continuous improvement.

What the course will cover
• Examine the purpose and benefits of workplace coaching
• Explain how coaches should manage the confidentiality and ethics of coaching
• Explain the roles and responsibilities of an effective workplace coach
• Identify the range of behaviours and characteristics of an effective coach
• Explore managing the coaching process, how to agree goals and following simple coaching models and frameworks
• Identify a range of tools and techniques. For instance, understanding learning preferences and diagnostic tools
• Understand how to structure coaching records and the importance of keeping them maintained
• Provide tools for overcoming barriers to coaching
• Provide supervision and feedback for coaching improvement.

Overview
Those in middle to senior management roles face a multitude of challenges on a day-to-day basis whilst being accountable for driving motivation and achieving goals throughout their teams and the organisation. This programme focuses on how to drive organisational performance through people by using effective leadership behaviours and innovation and change management techniques within the workplace.

The workshops are highly participative, using facilitated discussion, presentations, case studies and group work. The workshops promote reflective review and encourage delegates to find opportunities to apply the learning in the workplace. Delegates will be supported with an action learning based coaching day and will complete two workplace based learning assignments, which are assessed and verified by the ILM in order to achieve their accreditation.

The programme duration is approximately 7 months, consisting of pre course work, 5 days classroom training, 1 virtual support session and assignments.

Target Audience: This course is designed for middle managers (managers of managers) wishing to develop their leadership skills who are seeking an industry recognised qualification or for experienced first line managers about to make the transition into middle management.

Course Outline
By the end of the course you will be able to:
• Identify and assess the appropriateness of the prevailing leadership styles in your organisation
• Examine the impact of leadership styles on organisational climate and culture
• Promote visionary leadership to support organisational growth
• Understand the importance of motivation in achieving organisational objectives
• Describe the importance of innovation and change
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Course Outline
By the end of the course you will be able to:
• Apply best practice coaching and mentoring for managers in your organisation
• Apply the fundamentals of coaching ethics in line with the principles of the European Mentoring and Coaching Council (EMCC)
• Create an effective contract and scoped framework for your coaching sessions
• Use effective diagnostic and assessment tools
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QA has been working with the NHS for 20 years and the changing nature of the environment makes it a very challenging and intriguing market place to be involved in.

Establishing relationships with managers and staff, we have worked collaboratively to ensure that the projects, programs and development objectives are achieved and the resulting business change is embedded, reinforced and measurable.

Working with a flexible mindset, focusing on the outcomes required, QA has positioned itself as one of the NHS’s preferred learning partners.

Quality, every time
QA represents the leading learning services provider in the country. The quality of our trainers, teams, courses and facilities is the reason why so many NHS bodies put their faith in us.

Quality trainers
All of our trainers have a minimum of three years’ teaching experience in a trainer-led environment and in the case of Project Management and Personal Development trainers, all have to have real world experience from coming into business environments. We employ a number of trainers who are world leaders in their specialist technology area and consequently a large number have well over 15 years of experience.

Quality teams
Our people are central to our success. Not only do we have some of the best trainers working for us we also have a senior management team with unmatched expertise in all areas of learning. Add to this our dedicated team of account managers, courseware professionals and support staff — all of which work together to ensure that our customers receive the highest quality service possible.

Quality courses
QA works with a range of NHS bodies all over the UK including:

- Clinical Commissions Groups
- Community Integrated Care
- Commissioning Support Units
- NHS Foundation Trusts
- Mental Health Trusts
- Ambulance Trusts
- Shared Services
- National Bodies

For further information on our wider course areas please contact your account manager or visit QA.COM

QA’s learning proposition includes the following subject divisions

Technical
All of our Technical training courses – including vendor courses from the likes of Microsoft, Cisco, Amazon Web Services and VMware and our QA authored courses on key IT skills which are categorised by business solution area. Each solution area represents a key IT skill set:

- Application Architecture and Enterprise Systems
- Application Development
- Business Process and Finance
- Cloud Computing
- Data Management and Business Intelligence
- Hardware
- IA and Cyber Security
- Internet and Web Development
- Messaging and Collaboration
- App and Web Development
- Networking and Data Communications
- Operating Systems and Infrastructure
- Systems Management
- Virtualisation and Storage

Service Management
QA has worked extensively to help many NHS Trusts to embed Service Management principles using ITIL® as a framework as well as supporting the development of softer skills for effective customer service.

The service desk institute has also been invaluable in providing managers and analysts procedures to follow which supplement the ITIL training we deliver.

"ITIL training has been a cornerstone of personal development at Kingston Hospital NHS Foundation Trust to ensure that all our staff have a common approach to managing the services we provide. We have found ITIL to provide a good framework to support the organisation."

The training received from QA in this area has always been first class with the majority of our staff having passed their ITIL qualifications first time and more importantly coming away with the practical understanding of how to benefit from ITIL principles."

Toby Avery – Assistant Director of IT
- Kingston Hospital NHS Foundation Trust
- 2014

Projects and Programme Management
Projects and Programme Management is what QA is predominantly involved in supporting at many NHS trusts. We are often called upon to work in conjunction with a business project, provide training support or consultancy services. Acting as advisors QA work to ensure that Project Managers and stakeholders alike have the right cross-set of skills. Often training is aligned to a specific project management methodology.

NHS customers put their faith in QA to recommend a solution which drives change and delivers maximum return on investment not just a framework and a certificate for passing a course. QA offer a range of Project Management training options including:

- Agile
- APM
- APMG
- BCS
- Green Project Management®
- M_o_R® Management of Risk
- Managing Benefits®
- MoP®
- MoK®
- MSP®
- P3O®
- PRINCE2®
- Programme and Project Sponsorship
- Programme and Project Sponsorship

Business Applications
QA has worked with the NHS to deliver training and support which allows migrations to occur without disrupting business as usual, we have completed skills assessments. We have a multi-tiered approach to communicating and delivering large-scale roll-outs to delegates of varying knowledge and capability in the following areas:

- Adobe Training
- Business Professional Security training
- Crystal Reports training
- Google training
- Microsoft Office training
- Microsoft SharePoint
Our Experience with the NHS

A selection of healthcare organisations we have worked with recently include:

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<td>The Royal Bournemouth and Christchurch Hospitals</td>
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<td>University Hospital of South Manchester NHS Foundation Trust</td>
<td>Bromley CCG</td>
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<td>The Clatterbridge Cancer Centre NHS Foundation Trust</td>
<td>Walsall Health Care</td>
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