SAS DOCTOR COURSES

Exceptional Courses Designed
To Create Exceptional People

academyst
THINK DIFFERENTLY

Passionate about really making healthcare work

// It all starts with 'why'

We are a company built entirely on the founder's inner drive and passion, around a singularly important issue. Andrew describes this as his Guiding Ideal and it influences everything we do and certainly how we do it. That ideal is:

Passionate about **really** making healthcare **work**

Of course there's much that goes into really making healthcare work from the greater enablement of its committed professionals to be more effective at what needs to be done to how we address the myriad of complex challenges facing our system as a whole. This is what we are committed to.

// Our 'what' is based on this 'why'

Our Vision
To be the inspirational and instrumental **catalyst** that enables healthcare to **positively transform** and **really work** in challenging times

Our Mission
Restoring the NHS to greatness* again by **passionately inspiring** & **enabling** the people most committed to healthcare to really make it work for the benefit of us all

*Greatness, in our minds would be a combination of sustainable, patient-focused, compassionate clinical excellence, delivered in a manner that makes healthcare professionals (of all professional persuasions, clinical, managerial or otherwise) genuinely proud and excited to come to work and our population to be proud (and protective) of the system we have

An Important Note
In case you were wondering if this is 'clever marketing speak' or unactionable rhetoric, it isn't. This is genuinely us and you'll find it in all we do and how we do it.

// What we do

Just to give you a small picture of how we do our work, the following might be helpful.

Insight, Knowledge & Skills in Useful Forms

Open Courses
A range of 1- to 3-day programmes, packed with the best of our insight into a highly practical form, covering our core arenas of the emerging healthcare landscape, leadership, behaviour and transformation, as well as our behavioural insight used across the wider spectrum of soft skills.

E-learning
Not just reading on a screen but video or audio-narrated presentations with exercises and more. Frequently we blend these with our open courses to extend depth and we creating ground-breaking accessibility to these through our subscriptions and academies (see below).

In-house Training
We run a huge amount of programmes for Trusts, Services and Groups, each one utilising the best of our insight applied to the issues that the group needs addressing. We think you'll find us better than anyone around and yet, ironically, you won't be paying a premium (quite the opposite).

Learning Subscriptions
This is our solution to disseminating learning and understanding to the largest possible number of people at the lowest possible cost. We can confidently say that it will change the way anyone and everyone thinks about learning and development in our core areas.

Learning Academies
An academy is a learning subscription fully integrated into a platform that allows groups to apply it and move forward i.e. progress or transform. Think of it has learning and doing combined. If subscriptions are ground-breaking then academies will blow your mind, genuinely.

Conferencing & Events
Conferences are an essential component of disseminating current thinking and discussing prominent issues. They should run at minimal cost to maximise participation, enabling anyone to attend and thus providing a valuable platform in necessary topic areas. So, that's what we're doing.

Supporting Tools
We realise that sometimes people need help evaluating, benchmarking, auditing, reflecting and implementing, as part of applying what they are learning. We have an active programme of web-based tool development designed to support you and help you implement.

// In-House Training

Improve Impact, Reduce Cost, Combine with Progress

Best in Class Learning

To say the least we are passionate about making our learning not only the best you will find but also the best it can be. Our focus is on continually adopting latest insights and best practice, developing models and frameworks that aid application of the learning and making all that we do very practical and applicable to your daily lives. Healthcare is a unique environment and the world of the SAS doctor unique within that uniqueness. We get that. It's written in to all that we do.

Improve Pertinence & Tailoring

As part of our preparation, we want to understand your stresses, strains and priorities so that these can be carefully considered and addressed as part of the programme. We'll happily deal with any elephants in the room and ensure your group or service is moving in the right direction at close of play.

Reduce Cost

When we come to you, there's just one set of travel expenses and no expensive external venue costs. It makes financial sense.

A Tiny Price to Pay

Programmes typically range from £1,750 - £2,150* + VAT + expenses per day for up to 20 persons at a time but these costs can be brought down considerably when booking a series of days.

However, if your judging us on cost, rather than impact and progress, we're probably not for you. We do come with a guarantee though!

100% Guaranteed

We still believe we're the only company to provide an unconditional 100% money-back guarantee on all that we do. Why take the chance?

Find out more at www.academyst.co.uk

// What's Inside?

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// What a Difference a Day Makes

> ''The whole day was a complete revalation. Total eye-opener.''

Consultant Radiologist, St George's University Hospitals NHS Foundation Trust

> ''The whole course was valuable, I will recommend it strongly.''

Associate Specialist, Bedford Hospital NHS Trust

Insights - Understanding the Evolving Healthcare Landscape

In a single day this develops more engagement, drive, collaboration, understanding and proactive change than anything, anywhere. Guaranteed. No surprise we have clients that have run it 10+ times across different groups.

Our ground-breaking, renowned Insights programme is designed to take individuals from an inadvertent state of naive vulnerability to one of informed insight, allowing you to set a sensible strategic direction, seize opportunity and mitigate the myriad of risk in the emerging system. Going well beyond just information and facts, it provides a deep level of interpretation and insight as to how our new system is likely to play out in reality.

Programme

Why the Change?
- The changing nature of health and its population
- Population dynamics, the change in balance & disease burden
- The innovation dilemma and its impact on funding
- The public purse and the hole within it
- Impact of the banking crisis
- The 'do nothing' approach - short, medium & longer term implications
- The solution, like it or not
- The Health & Social Care Act 2012 – what does it really mean, today?
- How does it unfold from here?

The Evolving System
- A sensible model of the current NHS
- Understanding current and evolving NHS structure and control
- Appreciating a system in flux – the current is not yet the vision
- NHS organisations & bodies – who does what for whom?
- Five Year Forward View & new delivery modesl – Darzi vs. Stevens
- Changing healthcare delivery models
- Sustainability & Transformation Plans (STP)
- From 5 to 7 day working – who, when and how?
- Increasing use of and reliance on the community
- What does this mean for secondary, tertiary care organisations?
- Aggregation & other changes in primary care and their impact on secondary care

Commissioning & Reform
- The relationship between commissioning and the clinical coalface
- Present & emerging commissioning structures & approaches
- NHS England vs. The Accountable Care Organisation vs. CCGs
- Fully understand the choice agenda & the requirements of commissioners
- What data will be used in commissioning, choice & regulation
- Opportunities and threats emerging from commissioning changes
- Understanding value in commissioning terms
- NHS Outcomes Framework 2017 and onwards
- Critical agendas driving commissioning-led reform
- How are services & specialties targeted for reform?
- Decommissioning – how will services be chosen
- Working effectively with commissioners

Understanding Service Funding
- Understanding how services are funded in the evolving system
- Funding & quality – joined at the hip but how?
- Payment by results (PbR) and tariffs
- How will PbR change?
- The economic regulator (NHSI) and rating of providers
- How tariffs are set and how this relates to care delivered
- Income & costs – viability, sustainability & competitiveness
- Understanding turnaround and special measures
- What does CIP really mean?
- Market forces and their impact on service funding
- Evolving roles and how this contributes financially
- Critical insights in service financial wellbeing

Understanding & Adapting to Competition
- Competing provider types – understand who can do what
- Integrate or not – who's doing what and why?
- Any Qualified Provider – know the mechanism & implications
- Borderless thinking – the removal of healthcare boundaries
- Operating in dynamically changing environments
- What does it take to be competitive?
- Developing competitive strategy
- The role of patient choice in competition
- Best of breed competition and how the NHS must change
- How is competition itself changing?

Performance, Quality & Experience
- The performance imperative of modern healthcare
- The implications of poor performance in the modern era
- How will quality be assessed and assured
- The role of the Care Quality Commission in quality regulation
- Quality risk for provider services
- The impact of quality on service remuneration
- Patient experience as a quality measure
- The link between experience & service funding
- Real-time patient feedback – when and for whom?
- The role & impact of different staff on patient experience

Adapting our model of service effectiveness
- How do NHS services need to change in light of this emerging picture?
- Broad scanning – ensuring you are ahead of the agenda
- The importance of an effective strategic cycle
- The 10 critical success factors of service success in the new system
- Assessing whether your service is fighting fit or vulnerable
- The 11th factor for academic services
- Ensuring that services excel across all 11 critical success factors
- Organising principles for ensuring success in all factors
- Future perspectives and likely further evolution

CPD Points	6
Course Duration	1 day
Options	Open Course, Bring In-House, Subscription

Leadership Fundamentals & Core Principles

CPD Points	6
Course Duration	1 day

Our Leadership Fundamentals programme is aimed at taking those with no formal leadership training to the point of a thorough understanding of leadership, what really makes it work and how to start applying it in every day practice. It is designed to build very solid foundations on which individuals can acquire ever greater leadership expertise over time. It's thoroughly people-focused and designed to sit in the context of our very challenging times.

This programme provides an incredible level of frameworks and principles to ensure leaders of all levels approach leadership and people in the right manner to achieve through their teams, not in spite of them.

PROGRAMME ELEMENTS
- The context of leadership today
- Understanding leadership versus management
- Critical effects of leadership ineffectiveness
- The leader as catalyst
- Transformational leadership
- The WILL, SKILL, CAPACITY, AUTHORITY model
- Understanding leadership models & frameworks
- Medical Leadership Competency Framework
- NHS Leadership Framework
- 6 Core Components of Effective Leadership (an application model)
- Understanding each component
- Your ongoing leadership journey

This programme delves into the essential and critical components of effective transformational leadership. It uses examples and exercises to illustrate key points whilst providing practical guidance on utilising the insight and frameworks gained.

Advanced Leadership

for Senior Clinical & Non-Clinical Staff

CPD Points	6
Course Duration	1 day

Advanced Leadership is designed to help leaders with experience and training take their applied skills to the next level by learning how to deal with some of the most intractable leadership challenges. Appropriate for senior leaders looking to create change and performance shifts across significant groups, especially where those groups consist of resistant, intellectual professionals exhibiting active or passive inertia. Additional support included (see below)

PROGRAMME ELEMENTS
- Service and organisational realities today
- The quality-finance challenge
- Other emerging challenges
- Understanding the complexity of leadership issues
- The interrelationship of people and context
- Understanding behaviour and the role of emotions
- What's happening and why?
- What's not happening and why?
- Inertia - what it is and why it's so prevalent
- Delving into the complexity of behavioural influences
- Segmenting your team or group
- Key players, problem players and the pack
- Developing a specific picture of influencing factors
- Critical principles applied to complex situations
- Planning a change pathway to overcome inertia
- Combining learning, knowing and doing

CASES UTILISED
1. Achieving financial turnaround without clinical quality failure
2. Leading the transition to a competitive market

ADDITIONAL SUPPORT INCLUDED
- Understanding People E-learning (3 hours)
- Effective Leadership in Times of Turbulence E-learning
- Creating Service Transformation in Stressed Environments E-learning

BENEFITS
- Gain the key facets of exceptional leadership in a day!
- Understand the links between leadership & performance
- Recognise leadership styles and when to apply them for maximum impact
- Develop improved behavioural flexibility and the knowledge of how best to use it
- Motivate and inspire your team or organisation
- Lead for superior organisational performance
- Create transformational service improvements
- Get everybody working enthusiastically in the same direction

Leading Highly Effective Projects & Change

CPD Points	6
Course Duration	1 day

Change is the one constant facing just about every service in the emerging landscape, whether it is new ways of working, financial reform or a major project. The easy way is to set it up right in the first place, ensure you get the right people on board, then plan and execute in a timely fashion with minimal resistance. This requires the right knowledge, insight and skills and that's exactly what this course is designed to deliver. Focused, practical and cutting to the heart of the real difficulties in change.

PROGRAMME ELEMENTS
- Sources and nature of change today and tomorrow
- Types of change and their impact on change methodology
- Understanding & predicting human reactions to change
- Psychological effects of change and how to mitigate them
- Maintaining morale through change, even in distressed times
- Adopting an effective model - 12 point process for change
- Planning your change effectively
- Utilising force field/ gap analysis in change
- Stakeholder mapping in change
- Developing a clear picture of individual & group interests
- Creating a compelling vision for the output of the change
- Preparing people & processes for change - enabling conditions
- Building the necessity for change as a baseline condition
- Overcoming resistance to change
- Developing a resistance strategy
- Quantifying and qualifying change and project risk
- Engagement of staff in the change process
- Organising the change team for maximum effectiveness
- Supporting staff through organisational change
- Developing an effective communication strategy
- 6 key pitfalls in organisational change

ADDITIONAL SUPPORT INCLUDED
- Understanding People E-learning (3 hours)

BENEFITS
- Thoroughly understand the change environment in the NHS
- Identify the common pitfalls and blocks to change
- Plan changes effectively to avoid the pitfalls & overcome the blocks
- Engage and support staff effectively during change
- Ensure performance is maintained throughout organisational change
- Communicate effectively through the change process
- Overcome resistance to change and make it happen
- Ensure that all change is business-savvy and risk aware

The trainer made a complex subject interesting and easy to understand. The course made me realise how radically we need to change the way we think about the future.

Consultant Psychiatrist, Surrey and Borders Partnership

Applied Leadership Masterclass

The Ultimate Leadership Programme for Healthcare Professionals

Powerful, Practical & Very Challenging

Introduction

The Applied Leadership Masterclass is for individuals who are determined to take their leadership ability to new heights with the intention of leading and catalysing the very highest levels of service or organisational success and change. Built on the principle that true leadership excellence is a journey of learning, discovery, self-insight and doing, it provides a tailored programme with all the backup you'll need along the way.

DAY 1 & 2 / APPLIED LEADERSHIP MASTERCLASS
LEADERSHIP, STRATEGY & CONTEXT

- The context of leadership today - setting the scene
- Strategic leadership of services and organisations
- The leader as catalyst
- Transformational leadership
- The WILL, SKILL, CAPACITY, AUTHORITY model
- 6 Core Components of Effective Leadership (an application model)
- Inspiring trust & confidence
- Clarifying purpose and direction
- Aligning systems & processes
- Knowing the people
- Releasing potential
- Influencing, communicating and engaging
- Understanding each component in depth
- Practical application of each component
- Applying the principles to change and culture
- Overcoming inertia and paralysis
- Leading through consensus
- Creating distributed leadership & responsibility
- Leadership in challenging circumstances

BENEFITS & OBJECTIVES

- Achieve at a higher level, more easily and speedily
- Adopt the strategies and approaches of high performance leaders & managers
- Develop the characteristics & traits of an influential leader
- Inspire people through vision & clear direction
- Motivate and inspire greater performance in individuals & groups
- Develop emotional mastery and utilise it to influence
- Create high performance, rewarding environments
- Ensure services run consistently and reliably in all performance domains
- Achieve projects faster, with greater ease

The programme focuses on practical application of knowledge, skills, insight & principles across a series of typical care scenarios. It is challenging, provocative and highly hands on. You will not find finer preparation anywhere for the true rigours of today's environment.

CPD Points	12
Course Duration	2 days

Find out more or start a discussion by emailing Sue Bould on sue@academyst.co.uk

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Personal Leadership Impact

Developing Exceptional Personal Leadership Impact

Introduction

The challenges we face, coupled to the complexity of the environment in which we operate, creates some of the most difficult leadership conditions any leader could possibly imagine. We need leaders who have the personal strength and impact to achieve great things, motivate and inspire people and lead transformation. This programme is focused firmly on you - the leader. It takes a systematic and comprehensive approach to building your understanding of personal leadership effectiveness, along with providing very practical guidance..

PROGRAMME ELEMENTS

WHAT IS PERSONAL LEADERSHIP IMPACT?

- The context of leadership today - setting the scene
- Emerging leadership challenges and imperatives
- What this means for leaders, especially clinical ones
- Leadership Potency - critical nature & consequences of impotence
- The Personal Leadership Impact Heptagon

HEPTASTONE 1 - SELF AWARENESS

- What do we really mean by Self Awareness
- Impact of psychology on our behaviour, choices & preferences
- Our impact on others who are different
- Discovering yourself

HEPTASTONE 2 - SELF INSIGHT

- The principles of self insight & mindfulness
- Understanding our own choices, reasoning & decisions
- The importance & determination of meaning
- Developing consciousness in the moment
- Linking emotions to meaning

HEPTASTONE 3 - SELF CONTROL

- Understanding the meaning-emotion-behaviour pathway
- Introducing a pause between stimulus & response
- Spotting & controlling behavioural triggers
- Understanding & overcoming your own limbic processing
- Introducing the 'what is the goal here?' step
- Practical steps for improving self control

HEPTASTONE 4 - TRUST & CONFIDENCE

- What does trust & confidence give us?
- Signs & symptoms of trust insufficiency
- Core components of effective trust & confidence
- Practical strategies to develop trust
- Reputational trust & how to develop it

HEPTASTONE 5 - INTERACTION

- The importance of peer group and network
- Actively determining your circle
- Interacting at higher levels in the organisation
- Practical & productive interaction for impact
- How to gain access and the ear of anybody

HEPTASTONE 6 - INFLUENCE

- Understanding the core principles of influence
- Passive versus active influence
- Influence utilising emotions & managing meaning
- Understanding & utilising limbic processing for positive influence
- Influence by creating a movement
- A to B influencing strategies
- Determining the right behavioural influences in different situations
- Applying a robust influencing formula

HEPTASTONE 7 - POTENCY

- Understanding the Leadership Potency Framework
- Interpreting it at a personal leadership level
- Approaches to developing a robust WHETHER response
- Strategies for developing the right WHAT
- Principles & strategies for HOW effectiveness

CPD Points	6
Course Duration	1 day

Find out more or start a discussion by emailing Sue Bould on sue@academyst.co.uk

Management Masterclass

Advanced Programme Creating True Management Excellence

There`s a world of difference between managing patients and managing services and yet many clinical managers and leaders find themselves in charge of large numbers of people and huge budgets without formal training or development. Applied Management Masterclass is a hugely comprehensive and practical programme designed to help you excel in your role as manager in the context of today`s NHS. With an emphasis on creating robust service, clinical and team performance, it gets to the heart of modern management science in a medical context. Comprehensive, fast paced and highly practical.

PRE-COURSE PREPARATION

The comprehensive nature of the programme requires some preparation before you attend the 2-day programme itself.

MANAGEMENT FUNDAMENTALS E-LEARNING
- 5 Guided Learning Hours
- Vital baseline preparation
- Thorough grounding in management

LEADERSHIP LECTURES
- 3 Guided Learning Hours
- Expert lectures that set the service scene and context
- Raises the critical management issues

UNDERSTANDING PEOPLE E-LEARNING
- 3 Guided Learning Hours
- Creates a depth of insight into behaviour
- Fundamental to deployment & management of people

MANAGEMENT EFFECTIVENESS ASSESSMENT QUESTIONNAIRE
- Designed to focus the mind
- Encourages vital self-awareness
- Helps target ongoing development

BEHAVIOURAL DRIVERS QUESTIONNAIRE
- Provides insight into your own behaviour
- Develops self-awareness of impact on others
- Helps avoid management traps

ADDITIONAL & POST-COURSE LEARNING SUPPORT

E-LEARNING SUPPORT
- Optimising the Management & Supervision of Doctors in Training
- The Productive Meeting

OTHER SUPPORT
- 6 Core Components of Clinical Business Excellence Management Guide

BENEFITS & OBJECTIVES

- Delineate clearly your management role from your clinical role
- Develop flexibility in your management style to improve effectiveness
- Learn how to structure a team or department for maximum performance
- Understand how to create positive action & commitment in staff
- Expand your communication skills to enhance effectiveness
- Learn how to address performance issues constructively
- Create a more harmonious working environment
- Deal effectively with the current stress of a changing NHS

PROGRAMME ELEMENTS

UNDERSTANDING MANAGEMENT
- Doctors as managers in the current NHS - understanding the context
- Rationalising the business versus the clinical context - the eternal tug of war
- What is management and how does it differ from leadership?
- What needs managing?
- Defining service management utilising the 6 Core Components of Clinical Business Excellence

CORE MANAGEMENT PRINCIPLES - ORGANISING
- 4 Cornerstones of Management Effectiveness
- Management planning - the effective gameplan
- The Art of getting stuff done - project & programme mangement techniques
- Organising people - models of high performance organisations
- Fayol's Wheel of Managerial Activity
- Industrial Humanism Model of Management Effectiveness
- Creating winning, high growth organisations
- What makes an organisation a great place to work with the very best people?

CORE MANAGEMENT PRINCIPLES - APPLYING
- Understanding Mintzberg - ensuring the correct management focus
- Modern Mintzberg - improving operational service management
- Avoiding typical pitfalls in your approach to management
- Understanding management styles
- Developing management style flexibility to increase effectiveness
- Effective management communications

MANAGING PEOPLE
- Managing people - what do they need?
- Establishing the attributes of a high performance environment
- 10 Facets of Team Effectiveness
- Conducting & utilising a team effectiveness audit
- Influencing the dynamics of departmental/ team performance
- Communicating the game plan
- Translating direction into productive action
- Ensuring that everyone works in the same direction
- Gaining ownership & action from team members

MANAGING PERFORMANCE & WORKLOAD
- Workload prioritisation based on purpose, risk & timeliness
- Daily management for maximum effectiveness
- Utilising of WIG meetings
- Establishing a robust performance management process
- Developing and utilising dashboards
- Introducing a measurement-feedback-correction cycle
- Managing performance problems e.g. disruptive people, sickness & absence etc

MANAGING MEETINGS
- Why meetings consistently fail
- The Productive Meeting (orientation to the e-learning programme)

Other Course Details:
CPD Points: 12
Duration: 2 days

Tweaks & Ideas:
We have a shortened version of this programme that runs in a single day.

Management Fundamentals & Core Principles

CPD Points	6
Course Duration	1 day

Clinical staff frequently find that the technical & medical knowledge they've worked hard to gain is only part of the story when managing people, projects and performance. This one-day comprehensive programme seeks to fully address that by covering all the essential topics in a very practical way, enabling you to really develop your management skills in the clinical context. It's built on robust principles and models to ensure that you develop a consistently successful approach.

PROGRAMME ELEMENTS
- The management imperative for modern services
- What is management really?
- Key differences between management & leadership
- Understanding medical management responsibility
- 4 Cornerstones of Management Effectiveness
- Management pitfalls and their clinical implications
- Management planning and organising
- Developing robust performance management systems
- Introducing a measurement-feedback-correction cycle
- Robust framework for managing people
- What does the team around you need from you?
- The people in organisations - essential understanding
- Deploying people for maximum effectiveness
- Assigning responsibility and fostering accountability
- Setting compelling goals for self and others
- Core principles in effective delegation
- The SMART plus framework for goals, objectives and delegation
- Planning your shifts appropriately
- Utilising team members based on skills & preferences
- Creating an environment for effective teamwork
- Motivating your team to better performance
- Management styles and how to apply them
- Communicating effectively with your team
- Dealing with difficult situations & people

Managing & Supporting the Poorly Performing Doctor

CPD Points	6
Course Duration	1 day

One of the most stressful roles a doctor performs is that of managing performance issues with juniors or even colleagues. Despite feeling like a minefield of legal principles, individual sensitivities and clinical governance, using the right approach coupled with effective skills results in rapid attainment or restoration of acceptable clinical standards and a life-long fan thanks to the support you have provided. This comprehensive course is designed to allow consultants and managers to handle a wide variety of performance issues with confidence and in a supportive manner, ensuring that they are safe and the struggling doctor stands the best possible chance of succeeding. This highly practical, leading edge programme will leave you confident of achieving the right impact.

PROGRAMME ELEMENTS
- What constitutes acceptable versus unacceptable performance
- Passing assessments versus real life clinical performance
- Tell-tale signs of a doctor in trouble
- Ensuring that problems are identified early
- EGOR model for supervising & monitoring junior doctors
- Raising performance issues – communication skills
- Legal principles in poor performance – rights
- Legal principles in poor performance – conducting a safe process
- Managing denial or naivety
- Conducting a performance appraisal when all is not well
- Conducting root cause analysis in performance issues
- Creating a PRP (performance rectification plan)
- Methods & options for restoring or enhancing performance
- What constitutes appropriate support?
- Setting an appropriate monitoring schedule
- Feedback skills when performance issues exist
- Mentoring to restore or augment knowledge and skills acquisition
- Using coaching techniques to help support development
- Fostering self-reliance in meeting learning goals
- Maintaining motivation whilst issues are resolved
- Managing issues identified towards the end of a rotation
- What should you do if performance doesn't improve?
- Approaching references for doctors where concern exists

Advanced Influencing & Communication for Impact, Action & Engagement

The ability to influence and communicate effectively remains one of the most important professional capabilities and frequently is frequently the deciding factor in leadership success or failure, business cases, engagement of staff in transformation and the successful function of clinical medicine. Whereas many have exceptional clinical communication ability, it is equally clear that successful influencing remains an aspiration in all too many. This comprehensive and highly practical course is designed to create a step change in your influence and impact, whether with colleagues or from a wider Trust & management perspective. Firmly grounded in behavioural science, you'll be genuinely amazed at the impact a single day can have. Guaranteed!

Programme Elements

LEARNING FROM THE STUDIES
- Role & importance of effective influencing
- Influencing & communication in clinical, leadership & managerial success
- Effective influence & communications – what the studies show
- Communication & experience - understanding the links
- Communication elements in the National Patient Survey
- Poor communication problems - impact, outcome & litigation

IMPROVING THE COMMUNICATION ELEMENT OF INFLUENCING
- Understanding the communication cycle
- Factors undermining communication clarity
- Typical pitfalls in communications
- The assumption factor - information deletions
- Effective listening skills - hearing what you delete
- Improving communication clarity and impact
- Ensuring that actions are achieved following communications
- Communication planning for critical communications

INFLUENCING & BEHAVIOUR – THE PEOPLE COMPONENT
- From stimulus to behaviour - understanding the biology
- What are the influences on behaviour?
- The importance of context, conditioning and early experience
- Motivations of behaviour - the inner human
- How we process information
- How the inner human affects meaning, interpretation & reactions
- Language choice to improve clarity and understanding
- Building rapport, naturally
- Predicting & managing what other people think

INFLUENCING IN ACTION – PRACTICAL APPLICATION
- Considering a balance of factors
- Working out what is influencing behaviour
- Utilising a Think, Feel, Do approach
- Adapting influencing strategy & language to different audiences
- Influencing for engagement
- Developing consensus

LEADERSHIP INFLUENCING & COMMUNICATIONS
- What should leaders be communicating?
- Common failings in leadership communication & influencing
- Communicating vision and strategy so that action occurs
- Ensuring a common understanding and alignment
- The importance of isolation in leadership communications
- Communication & influencing in times of stress or turbulence

MANAGEMENT COMMUNICATION EFFECTIVENESS
- What should managers be communicating?
- The role of communications in performance
- Feedback principles & practice
- Effective delegation
- Utilisation of the SMART+ framework for delegating
- Keeping people focused
- Team-enhancing communications

Other Course Details:

CPD Points:	6
Duration:	1 day

Appraisals, Portfolios & Revalidation for SAS Doctors

Programme Elements

Understanding the revalidation process & core principles
- What are the requirements?
- How does this work for SAS doctors?
- Where does re-licensing fit with SAS doctors?
- Understanding the contribution & importance of appraisal
- Who will do appraisal for SAS doctors?

What is an appraisal & why is it important?
- Key principles in organisational performance – where appraisal fits
- The role of appraisal specifically in relicensing and recertification
- Defining appraisals and the appraisal process
- What should be covered in an effective appraisals process?

How do I prepare for appraisal?
- Developing the "right" evidence – the importance of a good portfolio
  - Understanding what you should be being appraised against
  - Ensuring objective performance measures
  - Data collection to feed appraisals and enhance objectivity
  - Use of 360 degree feedback in appraisals – systems, process and pitfalls
  - Bringing patient feedback into the appraisal process
  - Medical Leadership Competency Framework
  - Leadership Qualities Framework
  - Productivity versus competency-based appraisal
- Tying appraisals to departmental objectives and core priorities
- Identifying and overcoming blocks to my performance
- The Department of Health appraisal form
- Continuous and immediate preparation

The Appraisal Interview
- Getting the most from the appraisal interview
- The 4 core stages of an effective appraisal interview
- Group appraisal approaches
- Appraisal pitfalls and how to avoid them
- Psychological factors in appraisals
  - Personality, human need and learning style – impact on appraisal effectiveness
  - What does this mean for the appraisee?
  - What does it mean for the appraiser?
  - Effective appraisal communications
  - Reducing conflict in appraisal
  - Building consensus in appraisal, ensuring win – win
- Managing your own emotions when undergoing appraisal
- Managing perception gaps between appraise and appraiser
- Conflict strategies if you find yourself in one

The Personal Development Plan (PDP) – the output of appraisal
- Making them work for individual and organisation
- Balancing individual, departmental and organisational needs
- Using SMART plus to ensure achievement
- Personal contracting to PDPs

Course Description

Despite the vital nature of getting appraisals & portfolios right with revalidation just around the corner, most doctors have never received training in how to prepare effectively and get the most out of the appraisal process either for themselves or the service in general.

For SAS doctors in particular, many worry that they are at increased risk because of the confusing & conflicting, consultant-focused guidance, coupled to the lack of past development opportunities. This really important course addresses these concerns and comprehensively covers a difficult topic from both the appraisees and appraisers perspectives. On completion, SAS doctors will be able to confidently prepare for forthcoming appraisals and know how to get the best from them. It will also ensure that they do not fall into the typical pitfalls of the uninformed.

Other Course Details:
CPD Points: 6
Duration: 1 day

Tweaks & Ideas:
This programme can be tailored to run from both the appraisee and appraiser's perspective, depending on the desired focus.

Assertiveness without Aggression for SAS Doctors

Helping Doctors successfully assert themselves is an area we approach very supportively – developing capability without ever changing the person inside.

Assertiveness without Aggression is probably the most comprehensive, practical programme around designed to help consultants, other doctors and healthcare professionals adopt the right behaviour, communication and approaches to have the right impact. The resulting effect is greater achievement, more self-control and a greater level of emotional self-mastery. All of this is achieved without trying to change the inner you.

PRE-COURSE MATERIALS AND ASSESSMENTS
Behavioural Analysis Questionnaire and Report
Pre-Course Assertiveness Scenarios Questionnaire

Programme Elements
- Understanding the roots of your wiring
- Impact on self esteem
- Appreciating diversity and alternative 'wiring'
- Behavioural motivations - our wiring
- Developing behavioural flexibility
- Performance & the impact of assertiveness
- Strategies for overcoming fear
- Influencing skills for the less assertive
- Dealing with compliments and criticism
- Delivering feedback
- Understanding and managing difficult people
- Recognising & managing Manipulation & Control
- Communication skills for less assertive people
- Dealing with conflict

Other Course Details:
CPD Points: 8
Duration: 1 day

Tweaks & Ideas:
This is a highly supportive course aimed at creating enhanced professional relationships and interactions

Modules Covered
- 1. UNDERSTANDING BEHAVIOUR & ITS MOTIVATIONS
- 2. EMOTIONAL SELF-MASTERY
- 3. CORE PRINCIPLES IN EFFECTIVE COMMUNICATION & INFLUENCING
- 4. IMPROVING IMPACT & INTERACTION EFFECTIVENESS
- 5. DELEGATION, SAYING 'NO' & OTHER ASSERTIVENESS SCENARIOS
- 6. PROVIDING FEEDBACK POSITIVELY & PRODUCTIVELY
- 7. RESOLVING CONFLICT & RE-BUILDING RELATIONSHIPS
- 8. HANDLING & MANAGING 'DIFFICULT' BEHAVIOUR

Find out more or start a discussion by emailing Sue Bould on sue@academyst.co.uk

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Clinical Effectiveness & Improvement for SAS Doctors

Clinical effectiveness is an absolute baseline in an increasingly competitive landscape. Dropping the clinical ball can result in adverse media attention and reputational risk, not to mention the distress to patients and impact on morale. Services need to compete on quality to ensure their enduring success, especially as the number of providers increases within a locality. This powerful programme focuses on what it takes to organise and lead services towards clinical excellence, dealing with both the risk and improvement sides of the equation in the context of a market economy.

Programme Elements

- Understanding clinical effectiveness in the context of the modern environment
- Outcome under the spotlight – taking a proactive approach
- Organising principles for clinical effectiveness
- Understanding WILL, SKILL, CAPACITY & ACCOUNTABILITY
- Core components of a clinical effectiveness strategy
- Clinical effectiveness from a financial perspective
- The patient experience component of clinical effectiveness
- Achieving targets and standards with greater ease
- Approaches to service re-design with clinical effectiveness in mind
- Establishing a clinical effectiveness strategy
- Engaging teams in strategy formation to maximise accountability
- Deploying teams for maximum clinical effectiveness
- Setting effective direction for the clinical team
- Daily principles of clinical effectiveness
- Establishing clinical service indicators
- Quality versus performance indicators – the importance of both
- Lead versus lag measures – know the difference
- The role & leadership of audit
- Process and methodology for performance feedback
- Early warning methods to keep results in track
- Performance management of clinical effectiveness
- Setting a clinical improvement strategy
- Organising principles for an effective improvement project
- Typical roles & responsibilities
- Effective project leadership in the clinical improvement context
- Establishing accountability to improve action
- Aligning systems & processes for better clinical outcome
- Approaching service re-design for improved clinical outcome
- Improvement science – applying the approaches
- Pathway analysis & re-design
- Clinical observational techniques
- Bringing lean into the clinical arena
- Organising effective risk & governance systems
- Maintaining focus and ensuring effectiveness is a team sport
- 10 habits of highly clinically effective teams

Other Course Details:

CPD Points:	6
Duration:	1 day

Tweaks & Ideas:

This programme can be tailored to lean more towards leadership or more towards practical clinical supervision

Core Skills in Clinical Governance for SAS Doctors

Clinical Governance has become the backbone for ensuring that NHS organisations are accountable for continuously improving the quality of their services and safeguarding high standards of care, by creating an environment in which clinical excellence will flourish. Since its inception in 1998 its prominence has consistently grown and its profile widened to encompass an ever growing set of clinical and non-clinical influences. Despite this, many front line service providers feel inadequately equipped with the knowledge, skills and resources to ensure that Clinical Governance delivers all that it promises. This practical, comprehensive and interactive 1-day course provides you with the essential knowledge and tools you need to drive forward service development and progression with increased quality and patient safety is at the heart and where the whole multidisciplinary team wants to be involved because of their recognition of the true benefits Clinical Governance delivers.

Programme Elements

- What Clinical Governance is and is not
- Relationship with corporate, integrated & shared governance & standards for better health
- 7 pillars of Clinical Governance
- NHS Quality initiatives
- Involving the whole team in Clinical Governance - How do we ensure buy in
- Pareto Principle in relation to Clinical Governance
- Developing a model for Clinical Governance that delivers sustained improvements in quality
- Making Clinical Governance part of organisational culture
- Aligning clinical governance with strategic effectiveness and vision
- Developing a clinical effectiveness strategy
- Clinical audit models
- Performing risk assessments
- Risk Management Strategies – protection of patient, self, team and trust
- Involving public and patients – are they the same or different?
- Developing a public and patient involvement strategy
- How can we learn from the patient experience?
- Developing an open culture over incident reporting
- Management of serious incidents and root cause analysis
- Use of an incident decision tree
- Effective communication to prevent complaints escalating
- Ensuring the right outcomes are measured
- Developing a culture of clinical leadership and life long learning
- Implementing Clinical Governance outcomes
- RAID model for implementing change
- Communicating clinical governance outcomes to senior management teams & across organisations

Other Course Details:

CPD Points:	6
Duration:	1 day

Tweaks & Ideas:

Highly practical course aimed at improving active management of safety and improvement, a role that SAS doctors are increasingly taking on.

Core Skills in Clinical & Service Audit for SAS Doctors

Audit is a fundamental tool for improving both quality and performance in health and yet many healthcare professionals have never had any formal audit training, often resulting in a loss or dilution of the significant benefits it offers. Commencing with the core skills necessary to run successful audit projects in either the clinical or service domains, we then focus on ensuring that audit results are built successfully into an improvement strategy that delivers consistent attention to factors contributing to results. This course is a highly comprehensive, practical programme designed to equip you with the very best knowledge, skills and ability in this vital competency.

Programme Elements

Core Skills & Knowledge

- Definition of audit. Clinical vs. service audit
- Why do audit?
- The place of audit in a high performance, modern service
- Audit as a tool to improve clinical quality
- Audit as a tool to improve service performance
- Audit vs. Research
- Understanding the different types of audit
- Standards based audit – the audit cycle
- Structure, process and outcome audits – advantages and disadvantages
- Retrospective vs. prospective audits
- Choosing an audit topic
- Using quality impact analysis to develop audit topics
- The importance of clear audit purpose
- Identifying evidence of best practice
- Developing valid criteria and standards
- When there are no standards
  - Developing consensus
  - Use of the Delphi technique to help establish criteria & standards
- Ensuring confidentiality and adherence to Caldicott guidelines & the Data Protection Act during data collection
- Developing appropriate data collection tools
- Ensuring effective data collection
- Sampling techniques
- How to analyse data
- Presenting data to develop clear understanding
- Developing appropriate action plans
- Writing an audit report

Advanced Skills & knowledge

- Importance of team leadership in audit
- Developing an effective audit environment
- Embedding audit across a diverse team
- Involving stakeholders in audit
- Project management skills necessary for effective team & multidisciplinary audit
- Effecting change as a result of audit

Other Course Details:

CPD Points: 6
Duration: 1 day

Tweaks & Ideas:

All doctors need to contribute to or lead audit to ensure successful revalidation. This programme ensures that audit supports both revalidation and clinical excellence.

Core Skills in Mentoring & Coaching for SAS Doctors

Mentoring & coaching are perhaps some of the most powerful and effective strategies for realising potential in individuals. Mentoring medical professionals can be an enormously rewarding experience for both mentee and mentor, with coaching adding an essential mechanism that allows individuals to overcome their own challenges whilst learning at an enhanced level along the way. This programme provides an effective mentoring framework and approach from initiation to closure, including all of the practical strategies necessary to make it successful, as well as practical coaching skills to allow professionals to support colleagues & juniors in a wide variety of scenarios, including the support of doctors in trouble.

Programme Elements

- Mentoring & coaching in the healthcare environment
- Understanding the mentoring approach
- Getting the best from the learning relationship
- Setting expectations and contracting
- Boundary setting in mentoring relationships
- 5 point process for effective mentoring
- Structuring mentoring sessions for maximum output
- Balancing directive, reflective and didactic methods
- Getting the first session right
- Ensuring common understanding & expectations
- Mentoring in different scenarios
  - New staff
  - Staff needing support
  - Doctors on short term rotations

- Creating the game plan
- Setting SMART learning goals, milestones
- The impact of individual wiring on the mentoring & coaching relationship
- Active listening skills in mentoring & coaching
- Bringing closure to the mentoring or coaching relationship
- Coaching as distinct from mentoring
- Understanding the coaching process
- GROW model for conducting sessions
- Ensuring that coaching sessions are tightly defined by clear goals
- Developing a repertoire of reflective questions
- Helping individuals overcome their own blocks
- Practical approaches to ensuring action between sessions

Other Course Details:

CPD Points: 6
Duration: 1 day

Tweaks & Ideas:

We can run single days on Mentoring alone or Coaching alone if preferred

Core Skills in Mentoring
Medical Professionals

Mentoring is perhaps one of the most powerful and effective strategies for realising potential in individuals

Mentoring medical professionals can be an enormously rewarding experience for both mentee and mentor. Adoption of effective mentoring practises can help individuals develop self-reliance in their learning whilst over-coming unfamiliar challenges with support where needed. This programme provides an effective mentoring framework from initiation to closure, including all of the practical strategies necessary to make it successful.

Programme Elements

- Mentoring in the healthcare environment
- Understanding the mentoring approach
- Different types of mentoring for different purposes
- Proactive versus reactive mentoring
- Getting the best from the learning relationship
- Setting expectations and contracting
- Boundary setting in mentoring relationships
- 5 point process for effective mentoring
- Structuring mentoring sessions for maximum output
- Balancing directive, reflective and didactic methods
- Developing a repertoire of reflective questions
- Getting the first session right
- Ensuring common understanding & expectations
- Mentoring new staff
- Creating the game plan
- Setting SMART learning goals, milestones
- Using lead and lag indicators to assess progress
- The first 90 days – ensuring realistic goals
- Defining the areas of focus
- Core principle in mentoring new consultants
- Core principles in mentoring juniors
- The impact of individual wiring on the mentoring relationship
- Tailoring communication styles to individuals
- Active listening skills in mentoring
- Bringing closure to the mentoring relationship

Other Course Details:

CPD Points: 6
Duration: 1 day

Tweaks & Ideas:

We can combine this programme with coaching skills too

People, Relationships & Conflict
Improving Interpersonal Effectiveness

Do you want to understand people more in order to be more interpersonally effective in teams, as well as developing specific strategies for managing conflict situations?

Our ability to get on with our peers, manage tension, interact effectively and behave in a productive, respectful fashion is one of the key determinants of organisational performance. This course delivers an advanced understanding of how people are wired, what motivates their behaviour both normally and under situations of opposition or conflict and how to deal with this. Participants gain huge self-awareness into the own behaviour and how this can impact people who are different.

Programme Elements

- The role of people effectiveness in modern service success
- People - strange fruit indeed
- Understanding the breadth of influences on behaviour
- Self esteem & its impacts on....everything!
- Macro drivers of behaviour – human need
- Ensuring that yours and others needs are met
- Motivations of behaviour - our wiring
- Recognising people's wiring without resorting to questionnaires
- Seeing the world through different coloured spectacles
- Adapting your approach and style to better match others
- Myers Briggs Type Indicator – overview & impacts
- How behavioural preference influence work & behaviour patterns & habits
- Developing immunity to other's foibles
- Harnessing & utilising the strength in behavioural diversity
- Aligning work with people
- Creating stronger, more productive interactions
- Understanding behaviour in the meeting environment
- Managing meetings for maximum contribution & productivity with minimum disruption
- Fostering team spirit and a sense of common purpose
- Communication skills that promote clarity & respect
- Creating low conflict environments
- Understanding unwarranted conflict
- Recognising the early stages of conflict
- Strategies when you find yourself in conflict
- Dealing with emotionally charged situations
- Restoring effective working relationships

Other Course Details:

CPD Points: 6
Duration: 1 day

Tweaks & Ideas:

This is an enormously valuable course that everyone comes away from with added skills and insights - a must!

Presentation Excellence for SAS Doctors

Gain the confidence & skills to articulate, excel and inspire in presentations & teaching.

Presentations and teaching skills form one of the core backbone elements of a successful medical career. Faced with a diverse range of scenarios, from teaching staff to interview presentations right through to a presentation of an international multicentre trial, it is surprising that few have ever received any formal training in this vital area. The Academyst Presentation & Teaching Skills Course for Clinical Professionals Course represents a single, intensive day approach to dealing with the core elements of effectiveness in this area, including addressing confidence, fear and nerves to create a competent delivery with presence, planning effectively to put the right content in that really hits home with the audience, understanding the psychology of the audience to take your skills to an advanced level, structuring a wide variety of presentation and teaching types for maximum impact and engagement and more. It's probably the most comprehensive and effective 1-day course of its type, regardless of how much teaching or how many presentations you've made to date.

Programme Elements
- Understanding the attributes of successful presentations & teaching
- Analysing your audience to create more relevance
- Adult learning principles and how these impact different scenarios
- Planning powerful presentations & teaching
- Setting presentation objectives to achieve specific outcomes
- Structuring different types of presentation, from a 15 minute podium slot through to day-long teaching
- Use of exercises, discussions & cases
- Getting the right content, driven by your objectives
- Conveying complex ideas and results
- Using PowerPoint & other mediums effectively
- Creating attractive, professional presentations
- Audience psychology and how to manage it
- Engaging your audience by making it fun and interesting
- Overcoming anxiety in public speaking
- Effective delivery - posture, voice & psychology
- Developing openings and closure with impact
- Tailoring your language to the audience
- Dealing with difficult people & questions
- Blueprint for continually effective presenting & teaching

Other Course Details:

CPD Points:	6
Duration:	1 day

Tweaks & Ideas:
This programme leans towards presentations, underpinned by teaching and adult learning principles. For an enhanced ability to teach, consider our renowned Train-the-Trainer programme.

Find out more or start a discussion by emailing Sue Bould on sue@academyst.co.uk

Time Management & Personal Effectiveness for SAS Doctors

Aimed specifically at clinical professionals in training, this is probably the most powerful course in personal effectiveness you will find anywhere.

The successful SAS doctor needs a unique combination of skills combining a high team orientation with strong time management & organisational skills coupled with a delicate balancing act between learning and delivering. There is an ever increasing demand for results, as well as a low tolerance of mistakes. Packed full of practical strategies to plan & prioritise effectively, manage the never ending influx of work and regain effective work-life balance. This is probably the most powerful personal effectiveness course you will find.

Programme Elements
- The personal performance imperative of healthcare today
- Understanding the key determinants of personal effectiveness
- Common attributes of high performance people
- Adopting a GAMEPLAN
- What does an effective gameplan cover?
- Learning to avoid the performance pitfalls
- Interpersonal performance & interdependency - everyone's agenda
- Developing the qualities of consistently high performers
- Mental processing of consistently high performers
- Understanding people, their beliefs and how this affects you
- Developing behavioural flexibility to influence others with more ease
- The power of personal vision and a goal-focus
- Deciding what you want, clinically & professionally, and achieving it
- Powerful planning & prioritisation, even when others influence your time
- Doing the most important things, consistently
- Utilising a priority grid to balance importance & urgency
- Physiological strategies for high performance
- Continual evolution - improving your performance incrementally
- Act, evaluate & adapt - strategy for ultimate success
- Essential time management strategies for successful people
- Achieving work-life balance and career success

Other Course Details:

CPD Points:	6
Duration:	1 day

Tweaks & Ideas:
This is like no other time management course - it has a profound effect on productivity and achievement.

Find out more or start a discussion by emailing Sue Bould on sue@academyst.co.uk

Educational Supervision for SAS Doctors

Programme Elements

Educational Supervision Today
- The challenge of growing great doctors today
- Passing assessments versus real life learning & application
- Service versus learning priorities
- Maximising approaches when everyone is short of time
- Understanding the overall approach to effective support of juniors
- Recognising the pitfalls facing juniors today
- The career landscape and ensuring supervision is consistent with this
- Adapting local systems & approaches to better support juniors
- Fostering self-reliance in meeting learning goals
- Using coaching techniques to help support development
- Critical holes in the trainee of today
- Developing lost skills & confidence
- Providing appropriate support to new trainees
- Understanding how all the elements of effective supervision fit together
- Critical insights for effective educational supervisors

Practical Educational Supervision
- What is educational supervision?
- Clinical supervision vs educational supervision
- Who can be an educational supervisor?
- What is expected from an educational supervisor; defining the roles
- The formalities of educational supervision and how it differs between grades and specialities
- Practical supervision – a framework
- Using the EGOR framework for supervising juniors on rotations
- Setting learning goals and plans that match career plans
- Ensuring a suitable balance between learning and service delivery
- Ensuring a suitable balance between theoretical and experiential learning
- Building a suitable review structure with individuals
- Access arrangements
- Dealing with confidentiality and conflicts of interest

Adult Learning in Educational Supervision
- The importance of applying adult learning principles in supervision
- What determines the propensity to learn?
- Core principles in adult learning
    - The learning cycle
    - Learning styles (Honey & Mumford)
    - Identifying learning styles & matching learning approaches
    - Visual, auditory & Kinaesthetic learning languages
    - Involving all of the senses
    - Logical versus creative knowledge acquisition
- Applying adult learning principles to educational supervision

Increasingly, SAS Doctors are assuming the role of educational supervisor to junior staff. Juniors today need a new breed of supervisor, as they themselves face marked changes to training, conflicts between service delivery and learning, reduced time at the clinical coalface and an environment that is unforgiving of imperfection, even from doctors in training. This comprehensive course explores all of the issues around educational supervision today, providing practical frameworks backed up by robust principles.

Other Course Details:

CPD Points: 6
Duration: 1 day

Core Principles in Workplace-based Assessment

Workplace-based Assessment is a critical component in the overall assessment of progression for doctors in training and a gate-keeping element of their supervision. As part of an overall approach to ensuring the highest quality of workforce going forward, healthcare professionals conducting or supervising WPBA must be not only familiar with the techniques but also adept in applying them. This programme balances essential theory with practical application to ensure that anyone supervising doctors in training can competently deliver WPBA.

Programme Elements
- What is WPBA?
- Why is formative assessment important
- Millers pyramid
- The GMC and WPBA
- WPBA and the Gold Guide
- Changing the culture surrounding WPBA
- Understanding assessment criteria
    - How they differ between foundation doctors and STRs and between specialities inc GP
- Understanding the criteria under which judgements should be made
- Ensuring consistency in assessment
- Exploring the different types of WPBA in detail
    - CBD
    - MiniCex
    - DOPs
    - MSF/360degree feedback
    - Patient feedback
    - Mini PAT
- Ensuring effective feedback to WPBA

Other Course Details:

CPD Points: 6
Duration: 1 day

Appraisal & Feedback Skills
for Educational Supervisors

Appraisal remains a critical component of effective educational supervision and the key activity in the ongoing support of doctors in training. Feedback is an essential component of learning effectiveness and the fundamental step in adapting practise. It is vital that the appraisal and feedback are delivered effectively and positively, with maximum engagement and minimum distress to the individuals involved. This comprehensive programme is highly practical with considerable opportunity to apply new skills learned.

Tweaks & Ideas:
This programme can be re-configured into a concise, 1-day programme, supported by e-learning

Other Course Details:

CPD Points:	12
Duration:	2 days

Programme Elements

Appraising Doctors in Training
- Defining appraisal
- The purpose of appraisal
- The Gold Guide and appraisal
- The role of appraisal in re-licensing
- Appraisal versus assessment
    - What is the difference
    - The role of assessment in appraisal
    - Summative vs formative assessment

- The place of appraisal in overall educational supervision
- Setting the scene at induction for effective appraisal
    - The EGOR model

- Key components of the appraisal process
- Preparing for the appraisal of a trainee
- Ensuring an effective appraisal environment
- Conducting appraisals without undue stress – creating the right conditions
- Ensuring self-reflection and learning from the appraisee
- Use of 360 degree feedback in appraisals – systems, process and pitfalls
- Use of patient feedback in appraisals
- Appraisal feedback - effective communication skills in the appraisal scenario
- Managing emotion in the moment
- Understanding psychology in appraisals – considering the individual
- The Personal Development Plan (PDP) – the output of appraisal
- Creating effective PDPs that drive development and contribute to improved performance
- Personal contracting to PDPs
- Appraisal pitfalls and how to avoid them
- Special considerations when there are performance or competency concerns
- Approaching poor performance appraisals positively & supportively
- Special considerations in appraising doctors on short rotations
- Managing perception gaps between appraise and appraiser

Providing Effective Feedback to Doctors in Training
- Understanding Feedback
    - What constitutes effective feedback?
    - Common pitfalls in feedback
    - The benefits of good feedback & the pitfalls of poor feedback
    - Defining feedback - the difference between praise and feedback
    - Developing individuals through constructive feedback
    - Formal versus informal feedback – when to use each

- Understanding Behaviour in Feedback
    - From communication to behaviour
    - Understanding the communication cycle in feedback
    - The importance of meaning
    - The link between meaning, emotions & behaviour
    - Predicting meaning with individuals
    - The importance of the management of meaning

- Approaching Feedback
    - Preparing for a feedback session
    - Considering the individual
    - Evaluating the nature of feedback – positive vs. negative
    - Testing the feedback authenticity
    - Identifying hotspots and emotional triggers
    - Developing your feedback plan
    - Ensuring your message creates the right thoughts and feelings
    - Setting the scene & conditions

- Mastering the Interpersonal Element
    - Use of questions to elicit self-awareness
    - Raising touchy issues
    - Managing emotions – self and others
    - Avoiding interpersonal bias
    - Adapting your language to the individual
    - Avoiding the use of inflammatory language or words
    - Managing non-verbal communications – body language & voice
    - Questioning to check understanding

- Dealing with the Reactions to Feedback
    - Reflective & questioning techniques to help the recipient understand
    - Staying neutral not emotional
    - Overcoming resistance, denial and aggression when giving feedback
    - What to do when the recipient is emotional hijacked
    - Making feedback purposeful – what next?

Find out more or start a discussion by emailing Sue Bould on sue@academyst.co.uk

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Train the Trainer

This isn't just a train-the-trainer course, it's the Academyst Train-the-Trainer Programme and if you've participated in Academyst training before you'll know that its output is the kind of teacher/trainer that delivers an exceptional quality of learning in a high impact form regardless of the duration of any learning event. This programme enables you to challenge and stretch learners in a supportive manner that delivers significant behavioural change and adoption of principles and skills taught.

Our comprehensive approach to trainer development includes a bedrock of principles and learning theory delivered initially through a high quality e-learning approach, followed by an extremely hands on 2-day course that will augment and embed the knowledge, techniques, confidence and practical skills you'll need to be a highly effective teacher and trainer regardless of whether you are teaching a formal skill, conducting small group teaching or delivering a formal presentation to a large audience. Designed to maximise the opportunity for individual practice, development and feedback, the maximum instructor-participant ratio for all practical sessions is 1 to 8.

Learning will be formally evaluated on day 2 of the programme with participants being granted certification at the following levels:

- Completion (available to all completing the programme)
- Success (those achieving 50% or greater on evaluation)
- Distinction (those achieving 75% or greater on evaluation)

Pre-course preparation will be a requirement.
This course has CPD approval of 12 points for the full training package

Benefits & Objectives
- Understand the theoretical basis of adult learning & how to apply it
- Create highly effective learning opportunities
- Deliver confidently and with consistency of results
- Practise and develop in a safe, small group environment
- Gain formal assessment of your teaching and training

Other Course Details:

CPD Points:	12
Duration:	2 days

Relevant & worthwhile

> Consultant ENT,
> NHS Greater Glasgow & Clyde

Pre-course Work
Each delegate will need to undertake an e-learning module before the course and will need to come prepared to teach a skill and with a presentation they have prepared in advance.

Programme Elements
- The purpose and breakdown of train-the-trainer
- Understanding the impact of effective learning (and poor learning!)
- How adults learn
- Framework for effective learning
- Learning influences – internal
- Learning influences –external
- Learning styles and how to address them
- Understanding the trainee - the impact of different internal 'wiring'
- Ensuring effective learning in all kinds of people
- Learning methods – what, when and how
- Training needs analysis
- Competency versus productivity needs analysis
- Developing learning objectives
- Planning and designing a teaching session
- The learning environment
- Understanding & adopting different teaching methods
- Teaching practical skills
    - o   The 4 stage approach
    - o   Assessing competency

- Small group teaching and facilitation
- Formal Presentations
- Mentoring and coaching
- Teaching on the run
- Accelerated learning techniques
- Listening skills
- Questioning skills
- Giving and receiving feedback
- Developing effective feedback forms
- Evaluating and reflecting on your own training
- Assessment tools and feedback
- Personal development plans
- The difficult trainee
- The trainee in difficulty
- Common pitfalls and key tips

Very useful, excellent, good value for money

> SpR in Surgery, Royal Marsden Hospital

Valuable skills training & feedback on presentations useful - highly recommended

> Urology Nurse Specialist,
> East Sussex Hospitals NHS Trust

Quality Improvement for SAS Doctors

QUALITY IMPROVEMENT IS BECOMING A MANDATORY SKILL FOR HEALTHCARE PROFESSIONALS AT THE COALFACE

Quality Improvement is a backbone capability of any service, Trust or healthcare system and even more vital in an era of increased pressure such as today. Done correctly, it can produce simultaneous benefits in quality of care for patients and cost improvement for services, as well as being enormously rewarding to the participants. Approached in the wrong way, it can feel like wading through treacle and a minefield of behavioural and system-based traps. This comprehensive programme is designed to ensure you have a truly solid base of skills with which you can confidently lead high-value quality improvement projects and programmes. Designed to ensure you choose well, set up right and understand how best to steer your programme to successful conclusion. Furthermore, we'll ensure you understand how to marry both clinical and business objectives, cases and evidence to ensure you become an invaluable improvement agent for your present or future Trust.

Benefits & Objectives
- Understand the theoretical basis of quality improvement
- Identify and analyse potential QI projects
- Plan and instigate projects so that they succeed
- Overcome typical blocks to QI
- Gain career-enhancing advanced skills and capabilities in QI

Other Course Details:
CPD Points: 24
Duration: 4 days

4+ Month Programme
The programme is spread over 4 months of actual learning, to allow for individuals to formulate, set up and lead individual or group quality improvement projects, ensuring live application and a return on investment for the programme sponsor. The overall programme can then be continued locally to allow for completion of projects.

Course Work
Each delegate will need to undertake some preparatory work, as well as identify and work on an improvement project across the programme duration and beyond. It is advisable to plan on getting the buy-in of service leads to ensure projects run smoothly.

The Programme with an In-Programme Return on Investment

We have conducted QI programmes for many years, including the prestigious UCL Partners QI programme for trainees, SAS doctors, senior doctors and nurses. Besides the equipping of a group of individuals with highly practical, advanced-level skills in QI, our goal has always been to achieve both quality and cost improvement success within the scope of the programme itself.

This immediate ROI creates a programme sustainability like no other. We encourage participants to quantify their improvements, regardless of whether that is in quality or cost (or more likely both), and present these to their leaders. This is a programme that costs 4-figures to run but that can produce a 6-figure ROI, and where we would consider anything less than a 10-fold ROI a failure on our part. What's not to like.

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4 NON-CONSECUTIVE PROGRAMME DAYS

DAY ONE
UNDERSTANDING QI & IDENTIFYING PROJECTS

- Improvement - what do we really mean?
- Using management systems to identify improvement
- Where there's variability there's vulnerability
- Using our Quality Grid to spot potential
- Misalignment & environmentally-driven improvement
- Commissioner-driven improvement
- Effective use of audit to identify improvements
- National Standards, key targets and obligations
- Modern techniques for finding improvement potential
- Identifying improvement potential in patient flows
- Examining performance outlier data
- Pathway analysis & re-design
- Clinical observational techniques
- Bringing lean into the clinical arena
- Key strategies for choosing what to do
- Quality versus safety versus financial carrots
- Applying the Delphi Technique
- Undertaking Quality Impact Analysis

DAY TWO
SETTING UP PROJECTS TO SUCCEED

- Success is designed from the beginning
- Common pitfalls
- Understanding influences, behaviour & risk perceptions
- Avoiding the Limbic Response
- Identifying pitfalls from the start
- Analysing project attributes to ensure successful set up
- Applying the Theory of Constraints
- Stakeholders and stakeholder mapping
- Identifying champions versus challengers
- Stakeholder risk mitigation
- Assembling a Guiding Coalition
- Gaining the mandate to lead improvement unimpinged
- A compelling case of need
- Ensuring consensus
- Half-baked is still uncooked

DAY THREE
LEADING & MANAGING SUCCESSFUL PROJECTS

- The core attributes of a successful QI project
- The difference between leading and managing
- Matching leadership approach to complexity & people
- Setting vision & direction in improvement
- Effective situational analysis
- Going in with your eyes open
- The sledge on the ice principle
- Getting the sledge moving, practically
- Roles & responsibilities
- Ensuring high engagement & high motivation
- Effective team deployment & management
- Understanding psychological influences in leading projects
- Choosing the right project approach
- Hard systems versus soft systems approaches
- Effective project planning
- Adopting the best of PRINCE2 (and ditching the rest)
- Effective risk management in projects
- Project effectiveness in 12 steps

DAY FOUR
OVERCOMING BLOCKS TO IMPROVEMENT

- Common pitfalls and typical blocks
- Applying ENABLEMENT to improvement
- Power blocks & how to address them
- Working across departmental boundaries
- Working across organisational boundaries
- Common sources of resistance to change
- Resistance mitigation strategies
- Positive influencing techniques
- When push comes to shove - how to address intransigence
- Unpicking the complex organisation
- Critical advice for overcoming blocks

As part of this last learning day, we will also spend time addressing actual blocks identified as individuals get into their projects for real.

// What people Say

The following are just a few genuine comments and recommendations that others have been kind enough to share. We hope it helps you understand us a little more.

"
Whole content of the course was very relevant and   thought provoking. Would definitely recommend this course to others

Speciality Doctor, Burton Hospitals NHS Trust

"
An extremely valuable utilisation of study leave to help inculcate aspects which would help the rest of the working time. Thank you ever so much

Specialty Doctor, In-house course

"
Good content and course material. Excellent delivery, relaxed and open

Associate Specialist in Ophthalmology

"
I encourage this course before making that vital presentation - I wish I had had the opportunity before I did mine!

SpR in Occupational Health & Therapy

"
Interesting, excellent and essential for all doctors in all different arenas

Speciality Doctor in Accident and Emergency

"
I was very impressed by Academyst's Leadership Masterclass for Healthcare Professionals that I attended in February 2013.

I wrote to the Trust's Medical Director a few days later to say how beneficial I thought it had been. Since that time I have been involved in leading on Service Improvement within the Emergency Department. The Medicademy training sparked my interest in NHS leadership such that I am undertaking the Trust's Senior Leadership Programme from November and am currently undertaking one of NHS Leadership Academy's online programmes.

Consultant in Emergency Medicine

"
Valuable thinking about future challenges and how market forces are going to shape future services. Well worth it!

Consultant Rehabilitation Medicine, South Birmingham PCT