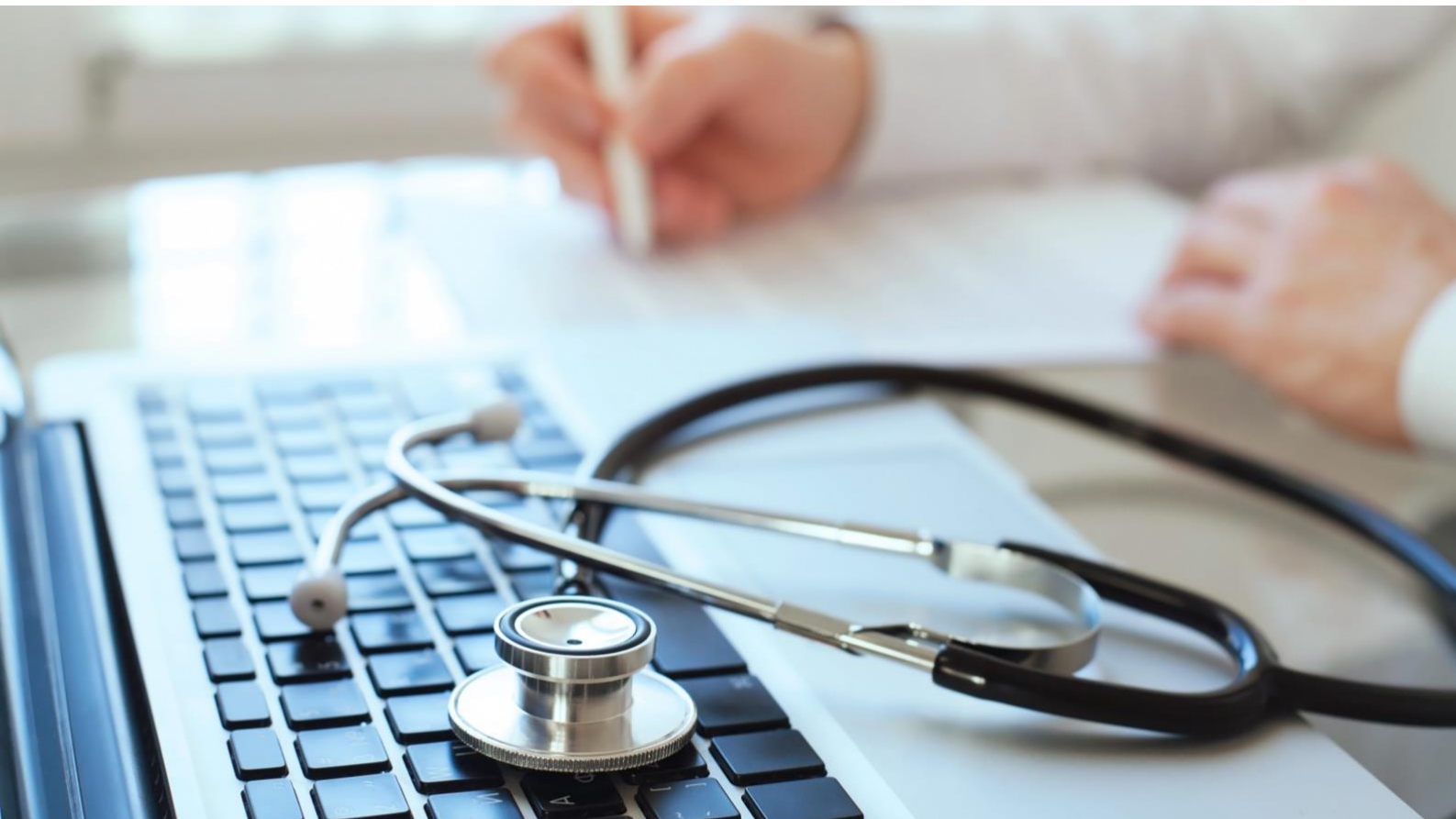


**2021-22**

# Directory of services

Details of the training, consultancy, coaching and other services that are available to members of NHS Elect



## About NHS Elect

**NHS Elect is a national member network organisation that has been providing NHS organisations with high-quality support and training since 2002.**

Hosted by Imperial College Healthcare NHS Trust, we are part of the NHS and work regularly with NHS England and NHS Improvement, social care and local government, and other national bodies. This gives us an in-depth understanding of emerging healthcare policy and best practice from across the UK, which we use to support our work with members.

### Our team

Our team has extensive senior management experience within the NHS, including past board level appointments, operational management know-how, and senior clinical experience.

The core team is supported by a group of highly skilled associates who provide specialist expertise as required. You can find biographies of all our team members on our [website](#).

### Our areas of expertise

Our team works across six main areas of expertise:

- Strategic and systems thinking
- Coaching and personal development
- Customer care and patient engagement
- Leadership and organisational development
- Marketing, communication and branding
- Quality improvement and measurement

### How our memberships work

**Services for all your staff:**

Our memberships include an extensive range of organisation-wide services, which all staff at member organisations can access.

**Bespoke services to meet a particular need:**

Full memberships also include a wide range of bespoke services, which can be commissioned by the membership lead to meet a specific need.

**Available online and offline:**

The vast majority of our services can be delivered either online or offline.

### Our members

We have more than 80 members across England and Wales and work with a range of acute, community and mental health trusts, as well as CCGs and Integrated Care Systems (ICSs).

We are also lead a number of national improvement networks that benefit multiple additional organisations, including the [Acute Frailty Network](#), the [Surgical Ambulatory Emergency Care Network](#) and the [Specialised Care Frailty Network](#).

## Our services

Organisation-wide services	Bespoke services
<b>Membership events</b> Page 4	<b>Training workshops</b> Page 7
<b>Online courses</b> Page 5	<b>Development programmes</b> Page 11
<b>Resources</b> Page 6	<b>Coaching</b> Page 13
	<b>Consultancy and other services</b> Page 14

### New services for 2021/22

In response to the ever-changing environment, we have introduced a range of new services for 2021/22 that we hope will help you achieve your goals and improve healthcare.

#### Post-Covid leadership programme

We can now offer a bespoke development programme that has been designed to help you tackle some of the leadership challenges exacerbated by Covid.

#### Facilitated team reflection

Our highly experienced facilitators can now give your teams the time and space they need to reflect on the unprecedented challenges that all NHS staff have faced.

#### Equality and diversity workshop

We have introduced a new membership event focused on equality and diversity to help support national and local efforts to reduce inequality across the NHS.

#### Compassionate conversations support

This very popular membership event will now be delivered every month to enable many more people in your organisation to have more compassionate conversations.

#### Resilience training

We have enhanced our existing resilience training, tailoring it to some of the most common Covid-related issues to help staff recover from this challenging period.

#### Managing teams online workshop

This new session builds on our successful online facilitation workshop and shares a wide range of practical guidance to help you excel in this virtual world.

#### Managing elective recovery

We will deliver more dedicated membership events to assist your teams with service recovery in line with the new NHS operating framework.

#### A range of new membership events

We have added a number of new membership events to our programme and will deliver more of these sessions in 2021/22 than ever before.

## Membership events

We have scheduled more than 140 webinars and workshops for 2021/22, which are free to access for all staff at member organisations.



Typically 1-2 hours long



Usually delivered via GoToWebinar or Zoom



Available to book via the [events section of our website](#)

### Scheduled membership events

The following events have been scheduled across the year. You can find the dates and times via the [events section of our website](#). These are available to book around two months in advance of the delivery date.

If you would like to arrange a training workshop for your team, please see our available workshops on [page seven](#).

<b>Strategic and systems thinking</b>	<b>Marketing, communication and branding</b>
<ul style="list-style-type: none"> <li>• Writing an effective business case</li> <li>• Negotiating and influencing</li> <li>• Project management essentials</li> <li>• Project management (series)</li> <li>• Report writing</li> <li>• Systems thinking</li> <li>• Universal influencers</li> <li>• Operational recovery</li> <li>• RTT rules training</li> <li>• Finance for non-finance managers</li> <li>• Maximising your organisation's CIPs</li> </ul>	<ul style="list-style-type: none"> <li>• Communications for QI</li> <li>• Social media for the NHS</li> <li>• Filming on a smartphone</li> <li>• Presenting data effectively</li> <li>• Creating GIFs for your campaign using Giphy</li> <li>• Personal branding on Twitter</li> </ul>
<b>Personal development</b>	<b>Patient engagement and customer care</b>
<ul style="list-style-type: none"> <li>• Interview skills</li> <li>• Planning your career</li> <li>• Beyond basics PowerPoint skills</li> <li>• Equality and diversity</li> <li>• Online facilitation (series)</li> </ul>	<ul style="list-style-type: none"> <li>• Experience based design (EBD)</li> <li>• Patient engagement (series)</li> </ul>
<b>Leadership and OD</b>	<b>Quality improvement and measurement</b>
<ul style="list-style-type: none"> <li>• Nudge theory and persuasion</li> <li>• Psychological safety in teams</li> <li>• Learned optimism and empowering communication techniques</li> <li>• Resilient people in compassionate organisations</li> <li>• Developing a flexible approach to your leadership behaviours</li> <li>• Having difficult conversations</li> <li>• Compassionate leadership</li> <li>• Compassionate conversations</li> <li>• Action learning</li> <li>• Leadership post Covid (series)</li> <li>• The compassionate learning organisation (series)</li> </ul>	<ul style="list-style-type: none"> <li>• Human factors</li> <li>• Lean thinking methodology</li> <li>• Measurement for improvement</li> <li>• Pathway mapping</li> <li>• Introduction to flow, demand and capacity</li> <li>• Capacity planning</li> <li>• Driver diagrams</li> <li>• Facilitating QI online</li> <li>• Systems thinking for QI</li> <li>• Introduction to quality improvement (series)</li> <li>• Change management (series)</li> </ul>

## Online courses

We have a growing library of online courses on our website, which are free to access for all staff at membership organisations.



Self-directed and completed at your own pace



Split into bite-sized modules



Each course takes from 4-8 hours to complete

### Available online courses

The following are examples of the courses that are available in the [online courses section of our website](#). We plan to add many more over the coming year.

<p><b>Introduction to quality improvement</b></p> <p>This introduction to quality improvement (QI) will provide you with the fundamentals of QI so that you can begin to consider improvements in your area for the benefit of service users and staff.</p> <p><b>Modules:</b> 6 <b>Duration:</b> 4 hours</p>	<p><b>Mentoring</b></p> <p>You may have just been asked to start supporting people as a mentor and be looking for some guidance, tips and tricks, or you may be someone with experience who is looking to refresh their understanding.</p> <p><b>Modules:</b> 5 <b>Duration:</b> 4 hours</p>
<p><b>Introduction to marketing</b></p> <p>This online course will take you through the fundamentals of marketing in the NHS, providing you with all the skills you need to create your very own marketing plan for a service, department or organisation.</p> <p><b>Modules:</b> 6 <b>Duration:</b> 8 hours</p>	<p><b>Patient engagement</b></p> <p>This course will provide participants with the fundamental skills to engage with service users effectively. It will also highlight the key benefits of engagement activities and help participants identify those who should be engaged with.</p> <p><b>Modules:</b> 6 <b>Duration:</b> 8 hours</p>
<p><b>Measurement for improvement</b></p> <p>This measurement for improvement guide will help you work through the seven steps to measurement for improvement and allow you to apply these principles to your own improvement projects.</p> <p><b>Modules:</b> 6 <b>Duration:</b> 4 hours</p>	<p><b>Experience based design (EBD)</b></p> <p>The EBD approach is a method of designing better experiences for patients, staff and carers. The approach captures the experiences of those using and delivering health care services.</p> <p><b>Modules:</b> 4 <b>Duration:</b> 4 hours</p>

## Resources

All staff at member organisations can access more than 200 resources via our website, including:

- Recordings of many of our webinars
- Slides from our webinars
- Templates, guides and articles

### Available resources

The following is a small sample of the many resources that are available to access via the [resources section of our website](#). We are constantly adding to this library so please look there frequently.

<b>Strategic and systems thinking</b>	<b>Marketing, communication and branding</b>
<ul style="list-style-type: none"> <li>• Essentials of project management (Presentation)</li> <li>• Report writing (Presentation)</li> <li>• Business cases (Webinar video)</li> <li>• Report writing (Webinar video)</li> <li>• What is system thinking? (Guide)</li> <li>• Is power turning you into the Cookie Monster (Article)</li> </ul>	<ul style="list-style-type: none"> <li>• Content creation (Presentation)</li> <li>• Filming on a smartphone (Presentation)</li> <li>• Presenting data effectively (Webinar video)</li> <li>• Social media for the NHS (Webinar video)</li> <li>• Website audit template (Template)</li> <li>• Marketing plan template (Template)</li> </ul>
<b>Coaching and personal development</b>	<b>Patient engagement and customer care</b>
<ul style="list-style-type: none"> <li>• Interview skills (Presentation)</li> <li>• Online facilitation (Webinar video)</li> <li>• Guide to CV writing (Guide)</li> <li>• Leading by coaching, not directing (Article)</li> <li>• The difference between coaching and mentoring (Article)</li> </ul>	<ul style="list-style-type: none"> <li>• Remote communication and engagement (Presentation)</li> <li>• Recruiting service users for engagement (Presentation)</li> <li>• Experience based design (Webinar video)</li> <li>• Tools for engagement (Webinar video)</li> <li>• Patient feedback questionnaire (Template)</li> <li>• Goldfish bowl help guide (Guide)</li> </ul>
<b>Leadership and OD</b>	<b>Quality improvement and measurement</b>
<ul style="list-style-type: none"> <li>• Having difficult conversations (Presentation)</li> <li>• Optimism and resilience (Presentation)</li> <li>• Building personal resilience (Webinar video)</li> <li>• Nudge theory and persuasion (Webinar video)</li> <li>• Learning to let go (Article)</li> <li>• Dealing with difficult people (Article)</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction to human factors (Presentation)</li> <li>• Pathway mapping (Presentation)</li> <li>• Measurement for improvement (Webinar video)</li> <li>• Leading change (Webinar video)</li> <li>• Aim statement guide (Guide)</li> <li>• Guide to process mapping (Guide)</li> </ul>

## Training workshops

We deliver more than 600 training workshops for our members every year, both in person and online.

<b>Method of delivery:</b>	We are happy to deliver training in person and can also provide virtual sessions using a variety of platforms.
<b>Workshop duration:</b>	Our online sessions are typically delivered by two facilitators in half a day, whilst our in-person sessions usually last all day.
<b>Session size:</b>	Many of our online sessions can be enjoyed by 25-50 staff, though our in-person workshops are usually limited to 12-18 people.

### Our most popular workshops

On the following pages you will find a range of our most popular workshops that have been tried and tested many times. We also deliver training on a range of other subjects, so please get in touch if the topic you would like us to deliver is not listed.

To find out more or book any of these sessions, please speak to your account manager or email [info@nhselect.org.uk](mailto:info@nhselect.org.uk).

Strategic and systems thinking	
<b>Writing an effective business case</b>	Participants will gain practical guidance for writing business cases based on Her Majesty's Treasury Guidance. Delegates will work through and understand the stages required to develop an effective business case.
<b>Effective negotiation</b>	Participants will develop their negotiation planning and application techniques, ensuring they are equipped to prepare, plan, condition, prime and execute negotiations in a structured and skilled way.
<b>Understanding influencing and nudge theory</b>	Exploring behavioural economics, participants will explore how humans really behave, and how understanding heuristics can help us influence peers, leaders and other stakeholders more positively and effectively.
<b>An introduction to strategic thinking</b>	Participants will learn what strategy is and what it is not, what makes for a good strategy, and how to apply strategic thinking to their team, organisation or system.
<b>Essentials of project management</b>	This training is designed for participants who have managed projects previously but wish to consider the issues and challenges of managing larger or more complex projects within a complex environment.

## Strategic and systems thinking (continued)

<b>Systems thinking</b>	Participants will learn to think more holistically, understanding the roles other people play, taking account of the inter-connectedness of all the components making up the problem situation and working more collaboratively.
<b>Report writing</b>	Preparation and planning are key to effective report writing, and this session will show participants structures, hints and tips that will allow them to develop their report with confidence.
<b>NHS finance: Where the money comes from and how we spend it</b>	This session will give participants an understanding of a range of key aspects of finance, including the structure of the NHS and how each organisation gets its money, how money has traditionally passed between commissioners and providers, and current financial challenges facing all organisations.
<b>NHS policy environment: From collaboration to competition</b>	This session will give participants an understanding of a range of key aspects of policy, including the impact of the COVID-19 pandemic, resource allocation to the NHS, and the concept of integrated care.

## Coaching and personal development

<b>Coaching skills</b>	Participants will gain an understanding of the differences between mentoring, coaching, delegating and directing. They will also learn about a set of tools to introduce a coaching approach in the leadership of their teams and get a chance to practise.
<b>Conflict fundamentals</b>	Participants will learn to understand their conflict responding styles, reflect on past conflict, and describe a process for handling conflict in a real situation.
<b>Handling conflict: A mindset approach</b>	Participants will understand the concept of 'mindset' in handling conflict with others, reflect on their contribution to conflicts, and understand how a mindset approach adds to conflict resolution and problem solving.
<b>Having difficult conversations</b>	Participants will identify the challenges for self and others in having difficult conversations, identify personal learning from real recent or historical conversations, and describe and practice a process for having a difficult conversation.



## Customer care and patient engagement

Improving the patient experience	This training is like no other, looking at the importance of empathy and emotion in healthcare.
Customer care for the internal customer	This workshop will apply marketing and customer care techniques to the internal customer, helping you raise the profile and delivery of your services and improve the reputation of your department.
Service user engagement	This training will provide participants with the fundamental skills to engage with users effectively and share key tools for effective engagement.
Stakeholder engagement	This training will provide participants with the fundamental skills to engage with a broad range of stakeholders and share key tools for effective engagement.

## Leadership and organisational development

Leadership fundamentals	This training is targeted at people who are new to leadership or management, or those currently undertaking such duties having had little or no training to support their role.
Kindness and compassion in leadership	Participants will discuss kindness and compassion within the context of leadership, understand why it is so important in leadership, and consider how they might develop their own leadership practice.
Making sense of organisational culture	Participants will understand widely used models of organisational culture, recognise the links between assumptions, values, behaviours and culture, and be able to carry out a cultural diagnostic.
Developing your leadership style to support culture change	Participants will consider the link between leadership style and culture within teams and organisations and be able to assess their own leadership style in terms of the way it shapes team culture.
Creating a team with a culture of constructive conflict	Participants will understand the vital role that constructive conflict plays in effective team working, as well as the relationship between trust, constructive conflict and psychological safety in teams, and use these insights to support better team discussion and decision making.
Building high-performing teams	Participants will understand key theory relating to leadership and team behaviours, discover practical tools to take back to their workplace, and learn how to improve inter-team performance.
Managing teams in the virtual world	This session builds on our successful online facilitation workshop and shares a wide range of practical guidance to help you manage effectively in this virtual world.

Marking, communication and branding	
Branding and reputation	This training will help participants think about their brand and reputation from a user point of view and consider how they might develop and improve it.
Creating engaging content	This training will take participants through the process of creating impactful content to support their communication, including graphics and videos.
Fundamentals of social media	This training will examine the many ways in which social media can be used to enhance the experiences of staff and patients.
Introduction to filmmaking	This training will provide participants with the fundamentals of using a smartphone and basic equipment to create films for online platforms.
Introduction to marketing	This training will help participants understand what marketing in the NHS is, and take them through the key steps to create their own marketing plan for a service or organisation.
Writing effectively	This session will help you ensure your key messages are seen by those you seek to inform, persuade and motivate by sharing some of the key principles of effective writing.

Quality improvement and measurement	
Introduction to quality improvement	Participants will gain an understanding of the fundamentals of quality improvement based on the Model for Improvement.
Leading change and human dimensions of change	Participants will gain an improved understanding of core, evidence-based components for successful change that will help individuals ensure the changes they make will be both successful and sustained.
Measurement for improvement	Participants will learn how to choose the right measures, how to use a reliable process for getting data they can trust, and how to present their data in a way that facilitates better decision making.
Demand and capacity	Participants will identify the flows they want to manage, define 'true' demand and capacity, and find out how to measure it and understand the impact of variation on their system.
Human factors and ergonomics in healthcare	Participants will gain an overview and understanding of what human factors are and why they occur, exploring the factors that contribute to errors and near misses.
Introduction to facilitation online	Participants will experience various approaches to facilitating online learning, learn about effective online practice, and consider the key elements of virtual session design.

## Development programmes

In addition to the standalone workshops that are shown on the previous pages, our team also deliver a range of integrated development programmes.

**Programme content:** We will work with you to bring together the topics you need to achieve your development goals with us.

**Session frequency:** We usually deliver our programmes to a single group over a number of months, allowing for practice in between.

**Method of delivery:** We are happy to deliver training in person and can also provide virtual sessions using a variety of platforms.

### Our most popular programmes

Our most popular programmes are shown below, which we can tailor to meet the needs of your organisation. We can also deliver completely customised programmes if required.

To find out more and discuss your programme requirements, please speak to your account manager or email [info@nhselect.org.uk](mailto:info@nhselect.org.uk).

#### Leadership programme

Our popular leadership offer brings together a series of sessions covering core topics that, taken together, deliver a balanced development programme. These typically include:

- Understanding and developing your leadership style
- Coaching skills
- Building high performing teams
- Conflict fundamentals
- Resilient people in compassionate organisations
- Leading change and human dimensions of change
- Effective negotiation

These sessions can also be threaded together to emphasise a particular aim or theme e.g. to foster a particular culture or develop organisation-wide competence.

We can also deliver a range of additional topics in order to meet your exact needs.

**To find out more about our leadership development programmes, please contact Jim Timpson, our Leadership and OD workstream lead, at [jim@nhselect.org.uk](mailto:jim@nhselect.org.uk).**

### Quality improvement practitioner programme

The QI practitioner programme provides participants with the knowledge, skills and confidence to undertake a quality improvement project. This team-based programme will support clinical and non-clinical colleagues to design and implement more efficient and patient-centred services. The programme is made up of four modules:

- Introducing the model for improvement
- How will you know a change is an improvement?
- Identifying and testing changes
- Influencing others and overcoming resistance to change

The programme is delivered through a combination of four workshops, three team coaching conversations, a range of online resources and a celebration event.

**To find out more about our QI practitioner programme, please contact Robin Davis, our QI workstream lead, at [robin@nhselect.org.uk](mailto:robin@nhselect.org.uk).**

### Quality improvement coaches programme

A four-day course, delivered over 4 to 6 months, introducing practical QI coaching and facilitation skills to allow ideas and learning to be tested in between sessions. The exact content of each day will be agreed with participants to support their specific development needs and work priorities, but will cover:

- Understanding your leadership style and how others may differ
- Facilitation tools and techniques to get the best out of groups and teams
- How to adopt a coaching approach when working with teams and individuals
- Sustainability, sharing the learning and knowing when to stop

**To find out more about our QI coaches programme, please contact Robin Davis, our QI workstream lead, at [robin@nhselect.org.uk](mailto:robin@nhselect.org.uk).**

### Improving the patient experience programme

This programme is typically delivered as a series of up to four customer care workshops for patient-facing clinical and support staff at all levels.

We can also deliver customer care support for corporate teams, to enable them to support clinical colleagues more effectively.

These can be complimented by a train-the-trainer session to enable you to deliver our proven sessions yourself should you wish.

**To find out more about our patient experience programme, please contact Sue Kong, our patient experience workstream lead, at [sue@nhselect.org.uk](mailto:sue@nhselect.org.uk).**

# Coaching

**Our team of qualified coaches can provide support for clinicians, executives, managers and other NHS staff.**

<b>One-to-one coaching:</b>	A series of sessions with an experienced coach to achieve greater confidence and improved personal effectiveness.
<b>Team coaching:</b>	Group sessions with an experienced coach to develop and nurture higher performing teams.
<b>Non-coaching support:</b>	Supporting individuals and organisations with facilitating other non-coaching interventions.

## A typical coaching conversation

Our coaching conversations are typically delivered as follows:

- Up to four action focussed coaching sessions with a trained coach.
- Sessions are typically 1-2 hours long, available either online, or face-to-face in a suitable location.
- Usually, the first coaching conversation is in person, which can also be achieved online.
- The client must be prepared to commit to the coaching sessions and dedicate time to the process.
- Each client's needs are different, so a bespoke programme is always agreed to best suit them.
- A number of coaching tools and techniques will be utilised to help develop insight and awareness.

## The coaching contract

All coaching sessions are confidential between the client and the coach. In some circumstances, with client permission, feedback can be agreed and given to the sponsoring manager.



Prior to commencement of coaching there is usually a call between the coachee and a member of the faculty to clarify the process and agree next steps.

All clients are asked to 'contract' with their coach. This will require a commitment to the programme; attendance at agreed meetings; a set of objectives for the coaching experience and an agreement to give feedback to the coach.

**To discuss how coaching might help you, your team and your organisation, please contact Darren Leech, our coaching faculty lead, at [darren@nhselect.org.uk](mailto:darren@nhselect.org.uk).**

## Consultancy and additional support

As well as providing training and coaching interventions, we can also offer a wide range of consultancy services, as well as hands-on support and delivery.

<b>Experienced consultants:</b>	All of our consultants operate at director level and have more than 15 years of industry-specific experience.
<b>Flexible delivery:</b>	Whether you require ad hoc guidance or more extensive support we can find the right solution for you.
<b>Specialist support:</b>	Our core team of directors are supplemented by a number of trusted associates and suppliers to deliver an extensive range of support that is really valued by our members.

### Our most popular consultancy services

Some of our most popular services are shown below. To find out more and discuss your requirements, please speak to your account manager or email [info@nhselect.org.uk](mailto:info@nhselect.org.uk).

<p><b>Strategic and systems thinking</b></p> <ul style="list-style-type: none"> <li>• Helping teams and organisations to develop their strategic planning</li> <li>• Developing business cases</li> <li>• Project management</li> <li>• Reviewing and negotiating service level agreements and contracts</li> </ul>	<p><b>Marketing, communication and branding</b></p> <ul style="list-style-type: none"> <li>• Co-creating marketing and comms plans</li> <li>• Planning and delivering campaigns</li> <li>• Creating new branding for a service</li> <li>• Auditing websites and social media</li> <li>• Graphic design</li> <li>• Creating videos and motion graphics</li> </ul>
<p><b>Patient engagement and customer care</b></p> <ul style="list-style-type: none"> <li>• Creating, delivering and analysing surveys</li> <li>• Facilitating focus groups and other engagement events</li> <li>• Delivering experience based design</li> <li>• Facilitating goldfish bowls</li> <li>• Developing patient engagement plans</li> <li>• Developing stakeholder engagement plan</li> <li>• Producing materials to support consultations</li> </ul>	<p><b>Leadership and OD</b></p> <ul style="list-style-type: none"> <li>• Helping to build OD capacity</li> <li>• Carrying out cultural audit</li> <li>• Supporting the development of an OD strategy</li> <li>• Working with individuals and organisations to improve their resilience</li> <li>• Delivering a wide range of team development initiatives</li> <li>• Helping to implement action learning</li> </ul>
<p><b>Quality improvement and measurement</b></p> <ul style="list-style-type: none"> <li>• Delivering rapid improvement events</li> <li>• Supporting organisations in reviewing and developing their overall approach to QI</li> <li>• Mapping and understanding current processes</li> <li>• Facilitating service user involvement in quality improvement initiatives</li> </ul>	

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