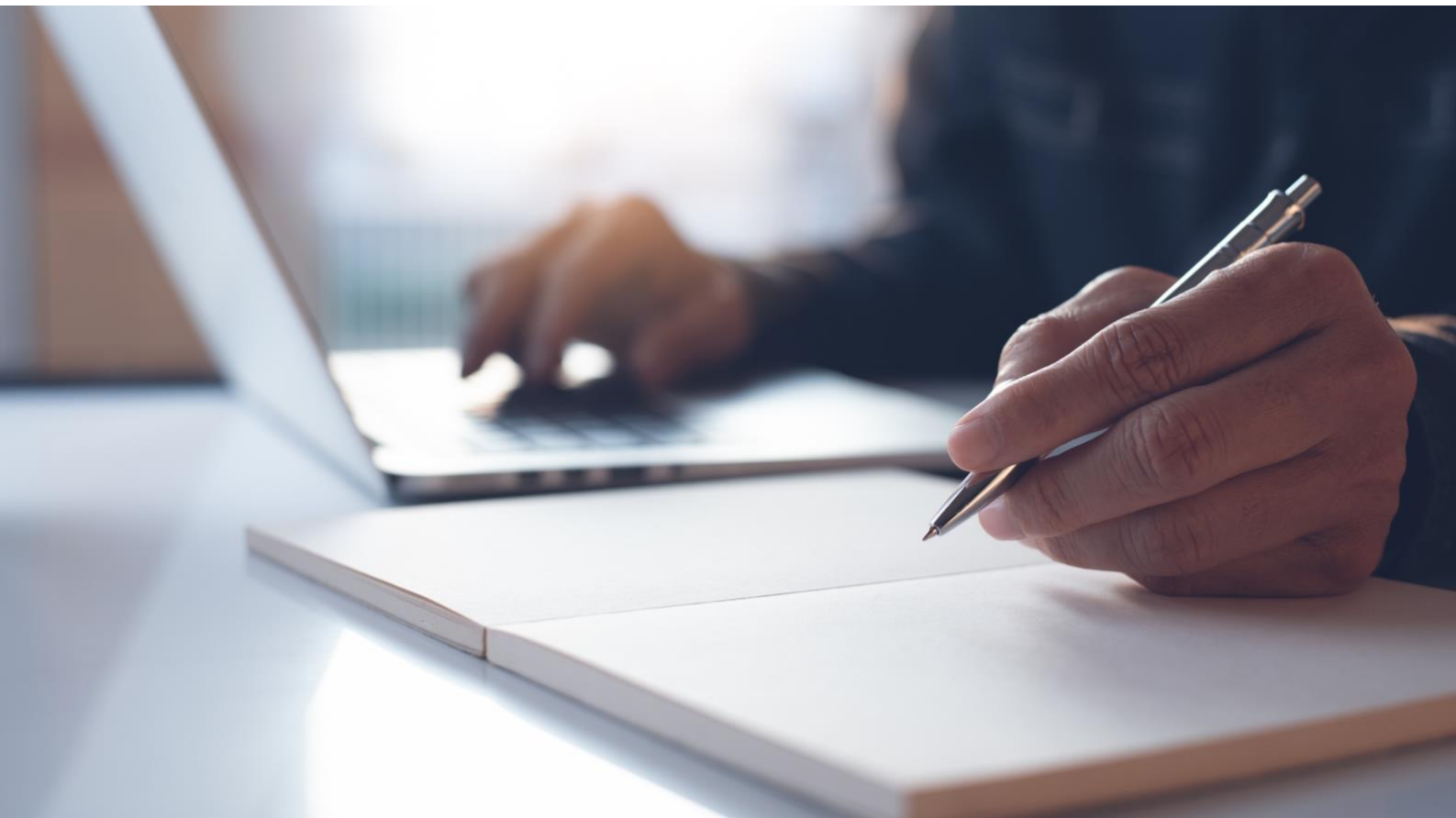


2023-24

Directory of services for members

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





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Welcome

Welcome to our directory of services. In this document you will find all the services that are available to full members of NHS Elect in 2023/24.

These are divided into two key categories: services that all staff in your organisation can access, and bespoke services to meet a particular need. These are explained in detail on the following pages.

We update our offer regularly to enable us to continue to meet the needs of our members so please ensure you are reading the **latest version of this document**.

You are also encouraged to get in touch if you are looking for a service that is not shown here, as we are always happy to consider new ways to apply our expertise. Please email us at info@nhselect.org.uk.

Receive updates from NHS Elect

To hear about the latest webinars, courses, and other development opportunities from NHS Elect, please **register for our website**.

Registration will also enable you to book directly onto upcoming webinars and courses, and access our library of useful resources.

All staff in your organisation are eligible to register, and we look forward to welcoming as many people as possible online in 2023/24.

What is included in membership?

Services for all staff

As part of your membership, **all** staff in your organisation can access a wide range of services, including:



Webinars:

We deliver more than 120 live sessions throughout the year on a host of different topics. Most members see hundreds of their staff access these sessions each year.



Online courses:

We offer a growing selection of self-directed courses to enable your staff to learn when it suits them.



Resource library:

We provide an on-demand library of useful documents and videos, including guides, templates, tutorials and more.

There is no limit to the number of staff who can access these services, and we expect to deliver hundreds of hours of learning to your organisation via this route.

You can find out more about these services for all staff on [pages 6-9](#).

Bespoke services

As a full member you also receive an allocation of **80 tokens**, which can be exchanged for a range of bespoke services. Your tokens can be used to help you meet specific needs within your organisation, and you can allocate them however you wish.

Our bespoke services include:

- Learning and development workshops and programmes
- Team building
- Board development
- One-to-one coaching
- Consultancy services

You can find out more about our bespoke services on [pages 10-15](#). You can also learn more about how our token system works on the following page.

If you are not currently a full member and would like to find out more about becoming one, please click [here](#).

How our token system works

As explained above, each full member receives 80 tokens per year that you can use in whichever ways you choose.

The following table outlines the cost in tokens of our most popular services.

Service	Tokens
Face-to-face workshops and facilitation (lasting up to a day)	4
Online interactive workshops (2 - 3 hours)	3
In-house webinars (60 - 90 minutes)	2
One-to-one coaching (up to 4 sessions)	4 per client
Consultancy services	4 per day
Happier working lives national programme	8 per team

Token usage example

Service	Tokens
10 x face-to-face workshops	40
6 x online workshops	18
3 x in-house webinars	6
2 x coaching clients	8
1 x team on happier working lives national programme	8
Total	80



About us

NHS Elect is a national membership network 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 with more than 80 members across England and Wales including acute, community, and mental health trusts, as well as Integrated Care Systems (ICSs).

We also work regularly with NHS England 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 members.

Our team

Each member of our diverse team plays an important role in delivering impactful services for members. Our colleagues include:

- Directors with many years of senior management experience
- Clinicians who have worked in a range of roles and specialties
- Leading edge technical and digital specialists
- Experienced project management office and admin staff

You can find out more about us by reading our [biographies](#).

Our areas of expertise

We offer a range of services within the following key areas:

- Career planning
- Coaching and mentoring
- Communication and engagement
- Customer care
- Facilitating groups and teams
- Leadership development
- Organisational development
- Quality and service improvement
- Staff wellbeing
- Strategy and systems

We are also able to deliver some services outside of these areas, so please get in touch to discuss your requirements by emailing info@nhselect.org.uk.

How to book services

Bespoke services

We have a dedicated admin team to help you book any bespoke services that you require. You can contact the team via email at info@nhselect.org.uk.

All bookings will need approval from the account lead in your organisation before they can be processed. Our admin team can let you know who that is.

If you are unsure which of our services would benefit you most, we would encourage you to arrange a conversation with your NHS Elect account manager. You can find out who your account manager is on [this page](#).

Services for all staff

Your staff can access all our webinars, courses, and resources directly via our website: www.nhselect.nhs.uk.

New for 2023/24

In response to the ever-changing environment, we have made a range of improvements for 2023/24 that we hope will help you achieve your goals and improve healthcare.

Customer care online course

We have now captured Sue Kong's experience of delivering this face-to-face workshop for the last 18 years into an online learning programme that your staff can access anytime they want.

New webinar topics

We have introduced a host of new webinars for 2023/24 in response to requests from members. These include sessions on radical candour, making sense of the NHS, personal branding, and more.

New website

We are building a new website in the first half of the year, which will make online learning even easier for staff in your organisation.

Leadership national programme

This year we'll be rolling out a new national programme that gives experienced and aspiring leaders the chance to come together with colleagues from a range of organisations.

Communications skills workshop

We have developed a new workshop to help staff at all levels improve their communications skills. Covering verbal, non-verbal, written, and visual communication, this session has something for everyone.

Project management network

You can now join our project management team for special events across the year, including useful content and conversations with peers.

Webinars

We have scheduled more than 120 webinars across 2023/24, which are free to access for all staff at member organisations. There is no limit on the number of your staff who can attend, and more than 40,000 people joined us for one of our webinars in 2022/23.



Typically 60 – 90 minutes long



Usually delivered via MS Teams



Staff can book directly via the [webinars area of our website](#)

Scheduled webinars

The following webinars have been scheduled across the year, covering more than 40 topics. You can find the dates and times via the [webinars section of our website](#). These are available to book around two months in advance of the delivery date.

To see the sessions we can deliver as in-house training workshops, please go to [page 10](#).

Career planning <ul style="list-style-type: none"> • Interview skills • Planning your career 	Customer care <ul style="list-style-type: none"> • Running your own goldfish bowl
Communication and engagement <ul style="list-style-type: none"> • Confidence and assertiveness • Effective writing • Nudge theory and persuasion • Personal branding • Presentation skills • Service user engagement • Social media in the NHS • Telling powerful stories 	Leadership development <ul style="list-style-type: none"> • Conflict and difficult conversations • Developing a flexible approach to your leadership behaviours • Inclusive leadership • Leading change • Negotiation • Psychological safety in teams • Radical candour • Team of teams • What's happening to leadership
Management fundamentals <ul style="list-style-type: none"> • Appraisal training • Chairing a meeting • Interview skills for interviewers • Minute taking • Online facilitation • Project management • Report writing • Writing an effective business case 	Quality and service improvement <ul style="list-style-type: none"> • Demand and capacity • Driver diagrams • Human factors • Introduction to PDSA • Introduction to QI • Lean thinking methodology • Presenting data effectively • Process mapping • Seven steps to measurement
Staff wellbeing <ul style="list-style-type: none"> • Compassionate conversations • Happier working lives • Resilient people in compassionate organisations 	Strategy and systems <ul style="list-style-type: none"> • Complexity and systems • Making sense of the NHS • Strategy for beginners

Online courses

We have a popular library of online courses on our website, many of which are free to access for all staff at member organisations. More than 10,000 people took part in one of our online courses in 2022/23.



Self-directed and completed at your own pace



Split into bite-sized modules



Each course takes from 3-6 hours to complete

Courses available to all members

The following are examples of the courses that are available to all staff at member organisations. These can be accessed via the [online courses section of our website](#). We plan to make more courses freely available over the coming year.

- Introduction to quality improvement
- Mentoring
- Online facilitation
- Patient engagement
- Measurement for improvement
- Experienced Based Design (EBD)
- Social media
- Appraisals

Improving the patient experience

We have now captured Sue Kong's experience of delivering this face-to-face workshop for the last 18 years into an online learning programme that your staff can access anytime they want.

This self-directed e-learning course will be personalised for your organisation in exchange for 20 tokens. This will provide unlimited access for all your staff for 12 months, including completion reporting and certification. The materials could also be used by your organisation's facilitator to 'plug and play' in a face-to-face workshop.

It will take your staff around six hours to complete and your organisation could generate thousands of hours of CPD by offering this widely.



Resources

All staff at member organisations can access more than 200 resources via our website, and more than 8,000 were downloaded in 2022/23.

These include:

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

Access resources

Our resources are available to access via the [resources section of our website](#). We are constantly adding to this library so please look there frequently.

Learning and development

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

Method:	We are happy to deliver training in person and can also provide virtual sessions using MS Teams.
Duration:	Our online workshops are typically delivered for 2-3 hours, whilst our in-person sessions usually last all day. We can also deliver in-house webinars if required.
Size:	Many of our online sessions can be enjoyed by 25-50 staff, though our in-person workshops are usually limited to 12-18 people to maximise the engagement of delegates.

Our most popular workshops

On the following page you will find a range of our most popular workshops and programmes. We can 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.

Learning and development at a glance

Please click the titles to open the session overviews.

F2F Face-to-face

OW Online workshop

IW In-house webinar

* Requires discussion before booking

Area	Title	F2F	OW	IW
Career planning	Career planning		✓	✓
	Interview skills			✓
Coaching	Coaching skills	✓	✓	
Communication and engagement	Communication skills	✓	✓	✓
	Writing effectively	✓	✓	✓
	Social media for the NHS	✓	✓	✓
	Patient engagement	✓	✓	✓
	Stakeholder engagement	✓	✓	✓
Customer care	Telling powerful stories	✓	✓	✓
	Improving the patient experience *	✓		
	Customer care for corporate staff		✓	
Leadership development	Empathetic communication over the telephone		✓	
	Leadership development programmes (4-6 days)	✓	✓	✓
	Leading change	✓	✓	
	Understanding your leadership style (MBTI)	✓	✓	
	Understanding your leadership style (Merrill & Reid)	✓	✓	
	Emotionally intelligent leadership	✓	✓	✓
	Conflict and difficult conversations	✓	✓	✓
	Foundations of team leadership	✓	✓	✓
Management fundamentals	Teaming and psychological safety	✓	✓	✓
	Facilitation for groups, teams, and workshops	✓		
	Online facilitation		✓	✓
	Business cases	✓	✓	
	Negotiating and influencing	✓	✓	✓
Quality and service improvement	Project management fundamentals	✓	✓	
	Report writing		✓	✓
	Introduction to quality improvement	✓	✓	✓
	QI practitioner programme (4 days)	✓	✓	
	QI coaches programme (4 days)	✓	✓	
Strategy and systems	Measurement for improvement	✓	✓	✓
	Demand and capacity	✓	✓	✓
	Leading in complexity and systems	✓	✓	✓
	Strategy fundamentals	✓	✓	✓
Wellbeing	Managing complex projects and programmes	✓	✓	✓
	Integrated care systems explained		✓	✓
	Happier working lives programme (3 days)	✓	✓	
	Resilient people and compassionate organisations	✓	✓	✓

Development programmes

In addition to the standalone workshops that are shown on the previous page, 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.
- Session frequency:** We usually deliver our programmes to a single group over several months, allowing for practise in between.
- Method of delivery:** We are happy to deliver training in person and can also provide virtual sessions using MS Teams.

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.

Leadership programmes

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 and 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 to meet your exact needs.

To find out more about our leadership development programmes, please email info@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, a range of online resources and a celebration event.

To find out more about our QI practitioner programme, please email info@nhselect.org.uk.

Quality improvement coaches programme

A four-day course delivered over four months that provides participants with the knowledge and skills to support teams and individuals with QI projects and initiatives. This course will introduce the skills of practical QI coaching and facilitation, as well as allow participants to explore the factors for successful quality improvements. The exact content of this programme will be agreed with participants to support their specific development needs and organisational priorities, but will cover:

- Practical tools and tips to support teams with QI projects
- 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, how to share and spread QI, and knowing when to stop

To find out more about our QI coaches programme, please email info@nhselect.org.uk.

Happier working lives programme

Over this six-month programme, 6-8 of your teams will come together to understand what gets in the way of them thriving and explore what could be done to make them happier, healthier, and more productive. The programme comprises three whole-day workshops (or six half-day sessions online) with guidance and support in between each session, as well as a personalised library of resources.

The programme covers:

- Understanding happiness
- Measuring happiness
- Thinking creatively
- Creating happier teams
- Influencing others
- Celebrating success

To find out more about our happier working lives programme, please email info@nhselect.org.uk.



Coaching

The coaching faculty at NHS Elect was founded in 2010/11 and in the decade since, has become a core part of the NHS Elect offer to those at member sites and the wider NHS.

We have nine directly employed coaches, all of whom train and complete the *ILM Level 7 Diploma in Executive Coaching and Mentoring* in order to practice as a coach. They also undertake regular CPD and coaching supervision and are registered with the Association for Coaching, working to their professional code of practice.



Our coaching team have all worked at a very senior level in healthcare, so they understand the context in which our clients work and can quickly build rapport. We provide confidential coaching services to senior clinicians, executives and managers working across the NHS.

Our coaching offer

All of our conversations with coaching clients are confidential. Prior to commencement, all coaching clients will need to agree their access to coaching via NHS Elect with the membership lead at their organisation. They will then speak with a member of the coaching faculty at NHS Elect who will explain our approach to coaching, advise on the practical process of coaching and agree next steps.

All of our clients are asked to 'contract' with their assigned coach, which requires a personal commitment to coaching; attendance at agreed meetings; a set of objectives for the coaching experience and an agreement to give feedback to the coach.

A typical 1:1 coaching conversation

Coaching clients can access up to four action-focussed coaching appointments and these are typically booked for a duration of 90 minutes. Coaching appointments can be conducted online or in some cases face-to-face, as agreed between client and coach.

The coaching client must be prepared to commit to the coaching sessions and dedicate time to the process. Each coaching client has different needs, so a bespoke approach is always agreed. A number of coaching tools and techniques will be utilised by the coach to promote client reflection, develop greater insight and awareness and ultimately, enable the coaching client to take action.

Wider coaching services from NHS Elect

Basic training

Many of our coaches provide *coaching skills* training for clinicians, leaders, and managers in the NHS. This course introduces the fundamentals of a coaching approach, which enables people to work more effectively and to better develop and empower those that they work with. This training is accredited by the Association for Coaching, can be delivered online or face-to-face and can also be complemented by the provision of access to online training.

Additional services

The coaching faculty at NHS Elect can also offer team coaching, CPD sessions for those working as coaches in the NHS and in 2023/24, will be further developing a *coaching supervision* service to better support qualified coaches working at NHS sites.

Contact us

To discuss 1:1 coaching or any of the wider coaching services, please contact Darren Leech, who is one of our Directors and Head of our Coaching Faculty at darren@nhselect.org.uk.



Consultancy and bespoke services

As well as providing learning and development and coaching interventions, we can also deliver a wide range of consultancy services, including hands-on support and delivery.

Full members of NHS Elect can use your membership tokens in exchange for consultancy and bespoke services at a rate of four tokens per day. If you would like to pay for additional services, we are pleased to offer a discounted rate.

- Experienced consultants:** Our experienced team deliver high-impact solutions in a range of key areas.
- Flexible delivery:** Whether you require ad hoc guidance or more extensive support we can find the right solution for you.
- Specialist support:** Our core team is supplemented by a range 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 exact requirements, please speak to your account manager or email info@nhselect.org.uk.

Communication and engagement <ul style="list-style-type: none"> • Planning and delivering communication campaigns • Graphic design and video production 	Digital education, design, and solutions <ul style="list-style-type: none"> • Creating bespoke online courses • Recording educational videos
Organisational development <ul style="list-style-type: none"> • Supporting the development of an OD strategy • Supporting culture analysis and change 	Service and quality improvement <ul style="list-style-type: none"> • Staff and patient engagement • Reviewing and developing approaches to quality improvement
Strategic and systems <ul style="list-style-type: none"> • Helping teams and organisations to develop their strategic plan • Developing business cases 	Team development <ul style="list-style-type: none"> • Co-designing and facilitating team development • Psychometric analysis of teams

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