We work with organisations, teams and individuals from across the healthcare sector to provide training that aims to improve performance and the quality of care provided.
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Our leadership and management programme, delivered by the BMA, continues to evaluate really well. The career consultants are excellent and always engaging and motivating in their delivery.

Leicestershire Partnership NHS Trust
**About us**

**Learning and development from the BMA**
The BMA started as a learning organisation and has always had a clear purpose to provide support to healthcare professionals throughout their career. Over the last 10 years, our learning and development team has worked with individuals, teams and organisations to deliver CPD-accredited training throughout the UK. We understand the rapidly changing health and social care landscape and create tailored development programmes which are situationally relevant to you and your organisation.

With over 170,000 members, our training is based on the insight and best practice knowledge gained from working directly with the profession. Our covenant ensures that revenue from our activities is invested back into the BMA for the further development of the profession and our members.

There are three clusters to our training programmes:

- **Workplace communication**
- **Leadership and management skills**
- **Professional and technical skills**

**What makes us different?**
We offer a unique perspective for participants. We’re well-informed and attuned with the evolving needs of healthcare professionals across their many roles. We work exclusively in the healthcare sector and all our workshops and programmes are supported by online e-learning modules, a webinar series and the BMA library. Access to these extra resources provides useful pre-training preparation for participants and important follow-up that complements the teaching session or workshop programme.

**Getting in touch**
If you have any specific training needs for your team or organisation do get in touch on email at learning@bma.org.uk or access bma.org.uk to learn more.
Tailored programmes

We will help you to create a CPD certified programme that is right for your organisation, your learning needs and your budget.

Examples of our work include:

– Two-year leadership and management programme for an NHS Trust. Creation of 18 modules that are linked to the Healthcare Leadership Model
– 12-week workplace communication programme for an emergency department team, which was shown to improve performance and staff motivation
– Three-day SAS development programme to upskill on communication, leadership and professional skills
– Revalidation for nurses – a series of eight workshops over a nine-month duration
– Creation of a specialty trainee programme on workplace communication and professional skills for an academic health science partnership. This is now in its second successful year
– Designing a CCG training initiative for a large group of GPs and practice staff
– Dedicated series of teaching skills for junior doctors for Health Education England
– Running career focus dental days for foundation dentists in East Midlands

To find out more:

learning@bma.org.uk
bma.org.uk
At a glance

All
Foundation
Core training
GP
GP trainee
ST3
SAS
Consultant
Dentist
Practice manager
Nurse
Senior nurse
Allied health professional
Overseas qualified doctor
## Workplace communication – ½ day 3 CPD points and 1 day 6 CPD points

<table>
<thead>
<tr>
<th>Course</th>
<th>Audience</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced communication skills</td>
<td>All</td>
<td>1 day</td>
</tr>
<tr>
<td>Assertiveness skills</td>
<td>All</td>
<td>½ or 1 day</td>
</tr>
<tr>
<td>Coaching skills &amp; delivering feedback</td>
<td>ST3, Gpt, SAS, C, D, PM, SN, A</td>
<td>½ day</td>
</tr>
<tr>
<td>Critical reflective writing</td>
<td>All</td>
<td>½ day</td>
</tr>
<tr>
<td>Creative thinking in healthcare</td>
<td>All</td>
<td>½ day</td>
</tr>
<tr>
<td>Developing effective teaching skills</td>
<td>F, CT, Gpt, N, A</td>
<td>½ or 1 day</td>
</tr>
<tr>
<td>Emotional intelligence in healthcare</td>
<td>All</td>
<td>½ day</td>
</tr>
<tr>
<td>Negotiating and influencing skills</td>
<td>All</td>
<td>½ or 1 day</td>
</tr>
<tr>
<td>Presenting skills</td>
<td>All</td>
<td>½ or 1 day</td>
</tr>
<tr>
<td>Resilience in healthcare</td>
<td>All</td>
<td>½ day</td>
</tr>
<tr>
<td>Time management skills</td>
<td>All</td>
<td>½ or 1 day</td>
</tr>
</tbody>
</table>
**Leadership and management** – ½ day 3 CPD points, 1 day 6 CPD points and ILM accredited programmes

<table>
<thead>
<tr>
<th>Course Description</th>
<th>Target Groups</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developing leadership skills as a trainee</td>
<td>F, GP, CT</td>
<td>½ or 1 day</td>
</tr>
<tr>
<td>Management essentials</td>
<td>ST3, GPt, SAS, C, D, PM, SN</td>
<td>1 day</td>
</tr>
<tr>
<td>Managing teams in healthcare settings</td>
<td>GP, SAS, C, D, PM</td>
<td>1 day</td>
</tr>
<tr>
<td>Stakeholder engagement and leadership</td>
<td>All</td>
<td>½ day</td>
</tr>
<tr>
<td>Leading collaboratively in GP networks</td>
<td>GP, PM, SN</td>
<td>½ day</td>
</tr>
<tr>
<td>ILM award in medical leadership and management (level 4)</td>
<td>All</td>
<td>3 day modular programme</td>
</tr>
<tr>
<td>ILM certificate in medical leadership and management (level 4)</td>
<td>ST3, GPt, SAS, C, D, PM, SN, A</td>
<td>6 day modular programme</td>
</tr>
<tr>
<td>ILM diploma in medical leadership and management (level 5)</td>
<td>ST3, GPt, SAS, C, D, PM, SN, A</td>
<td>9 day modular programme</td>
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</tbody>
</table>
Professional & technical skills – ½ day 3 CPD points and 1 day 6 CPD points

<table>
<thead>
<tr>
<th>Training options</th>
<th>CPD points</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appraiser training</td>
<td>SAS, GP, C, A</td>
<td>½ day</td>
</tr>
<tr>
<td>Appraiser refresher training</td>
<td>SAS, GP, C, A</td>
<td>½ day</td>
</tr>
<tr>
<td>Beyond F2</td>
<td>D</td>
<td>½ day</td>
</tr>
<tr>
<td>Career planning skills</td>
<td>CT, GP</td>
<td>½ day</td>
</tr>
<tr>
<td>Career support training for educational supervisors</td>
<td>SAS, GP, C</td>
<td>1 day</td>
</tr>
<tr>
<td>Career focus – dental trainees</td>
<td>D</td>
<td>½ or 1 day</td>
</tr>
<tr>
<td>Creating an effective business case</td>
<td>GP, SAS, C, D, PM, SN, A</td>
<td>½ or 1 day</td>
</tr>
<tr>
<td>CV and interview skills</td>
<td>All</td>
<td>½ or 1 day</td>
</tr>
<tr>
<td>Engagement, marketing &amp; innovation</td>
<td>All (including education and training leads)</td>
<td>½ day</td>
</tr>
<tr>
<td>Interview skills training for specialty training (ST1)</td>
<td>F</td>
<td>½ or 1 day</td>
</tr>
<tr>
<td>Interview skills for specialty training (ST3 and beyond)</td>
<td>CT, ST3, Gpt</td>
<td>½ or 1 day</td>
</tr>
<tr>
<td>Interview skills for your first GP salaried or partner posts</td>
<td>GP</td>
<td>½ or 1 day</td>
</tr>
<tr>
<td>Interview skills for consultant posts</td>
<td>ST3, Gpt, SAS, C</td>
<td>½ or 1 day</td>
</tr>
<tr>
<td>Preparing for your CESR application</td>
<td>SAS</td>
<td>½ day</td>
</tr>
<tr>
<td>Job planning for SAS doctors</td>
<td>SAS</td>
<td>½ or 1 day</td>
</tr>
<tr>
<td>Job planning for managers</td>
<td>C, GP</td>
<td>½ day</td>
</tr>
<tr>
<td>Revalidation and appraisal skills for doctors</td>
<td>GP, SAS, C</td>
<td>1 day</td>
</tr>
<tr>
<td>Revalidation and appraisal skills for nurses</td>
<td>N</td>
<td>1 day</td>
</tr>
<tr>
<td>Supporting your transition to the UK</td>
<td>O</td>
<td>4 x ½ day sessions</td>
</tr>
</tbody>
</table>
I have been to several management courses but this was just extraordinary. It was so interactive and so interesting.

Management Essentials attendee, Birmingham
Workplace communication

In clinical and healthcare practice, the ability to communicate is one of the most important skills to develop. We have created a series of stand-alone sessions that link into the GMC and the NMC domains and code of practice. These can also be built as programmes for your team or organisation.

**Advanced communication skills**

6 CPD points
- Communication models and styles
- What happens when we communicate?
- The skills of communication
- Individual differences and team dynamics

**Assertiveness skills**

3 or 6 CPD points
- Assertive, non-assertive & aggressive behaviour
- Personal awareness of emotions & assertiveness
- Structuring responses in difficult situations
- The art of saying no

**Coaching skills & delivering feedback**

3 CPD points
- Coaching models and frameworks
- How coaching enhances work relationships and performance
- Principles of giving effective feedback and creating a feedback culture
- Appreciate the importance of giving and receiving feedback effectively
**Critical reflective writing**  
3 CPD points  
- Building reflective writing into your professional practice  
- The three P’s of reflection; preparation, presentation and performance  
- How to reflect and use these in appraisal, job-planning and revalidation

**Creative thinking in healthcare**  
3 CPD points  
- Five steps of creative thinking  
- Can creativity be taught?  
- Tools and techniques to develop creativity in healthcare and enhance motivation and performance

**Developing effective teaching skills**  
3 or 6 CPD points  
- Learning styles, the audience & the impact on your teaching approach  
- Strategies to engage large and smaller groups  
- Designing and presenting a structured lesson plan  
- The importance of feedback, reflection and improving your teaching practice

**Emotional intelligence in healthcare**  
3 CPD points  
- Understanding the five elements of emotional intelligence and how this relates to successful leadership  
- How quality improvement and emotional intelligence can positively impact productivity  
- Resilience and self management

**Negotiating and influencing skills**  
3 or 6 CPD points  
- Negotiation – the preparation and process  
- What negotiation approach suits your individual style  
- Dynamics of influencing in the workplace  
- Influencing tactics and approaches to improve your workplace communication
**Presenting skills**  
3 or 6 CPD points  
– Present and hone your techniques in the workshop  
– Use voice and non-verbal communication with impact  
– Learn how to attract & hold the audience's attention  
– Build confidence & enthusiasm

**Resilience in healthcare**  
3 CPD point  
– The importance of resilience in medical education  
– Perspectives on resilience including; psychological, sociological and ethical  
– Learn how to create resilient cultures and teams  
– Identify different resilience scenarios

**Time management skills**  
3 or 6 CPD points  
– The psychology of time management  
– Changing your time management mind set  
– Delegating and empowering others  
– Strategies, tools and techniques
We not only enjoyed our training event, we found it extremely relevant and useful to our work. We came out with plenty of ideas and I think we may be able to put some of those into practice in the near future. All participants enjoyed the event and commented on how positive they felt about it and how well the workshop was led...

Creating an effective business case workshop attendee, London
Leadership and management

In order for the NHS to bring about long-term sustainable changes in clinical care and services, clinicians at all stages of their career – doctors, dentists, nurses and allied health professionals need to be involved in the decision-making and leadership of their organisation.

We have created workshops that are designed to support you at each stage of your career. The workshops are modular and can be stand-alone sessions or you can create your own leadership and management programme. Since 2005, we have delivered an award, certificate and diploma in medical leadership & management from the Institute of Leadership & Management (ILM).

Developing leadership skills as a trainee

3 or 6 CPD points
Created specifically for each stage in a junior doctor’s training and complements the foundation & specialty curricula programmes.
- Leadership in healthcare & the current context
- Leadership & management for junior doctors
- Leadership competencies and styles
- Enhancing your leadership potential

Leading collaboratively in GP networks

3 CPD points
- Clear understanding of the challenges of creating and establishing GP networks
- Stakeholder engagement and collaboration
- Leadership theory and practice; how to generate successful collaboration with others

Management essentials

6 CPD points
- Leadership in action-how to create the skills and mind set to excel in a healthcare environment
- Business strategy and managing change
- Practical advice on influencing people, managing conflict and being more assertive
- Building collaborative relationships and networking
Managing teams in healthcare settings
6 CPD points
– The changing landscape of healthcare and the impact on the team
– Multi-professional aspect of managing teams and motivation
– Team dynamics and talent management
– Managing upwards and handling conflict

Stakeholder engagement & leadership
3 CPD points
– Understanding stakeholder engagement & its importance in collaborative leadership
– Stakeholder analysis
– Connecting people and organisations when their goals and perspectives differ from your own

ILM award, certificate & diploma in medical leadership & management
– A series of three, six and nine-day modules
– Understanding leadership
– Planning & leading a complex team
– Managing & implementing workplace change
– Understanding and improving management performance
– Improving your leadership performance through action learning
– Critical thinking & management communication
– Leading innovation & change
– Assessing your own leadership capability & performance
Professional and technical skills

Within healthcare, keeping on top of the latest developments and approaches will help you with your career and professional development. We have created material that has a blended learning approach so depending on your needs you can access in-house workshops, e-learning and webinars on a variety of topics.

Appraisee training
3 CPD points
- A checklist of what you need for appraisals and revalidation (where applicable) and how this checklist will help you
- Creation of objectives and framework to approach this
- Key messages to communicate during your appraisal meeting

Appraiser refresher training
3 CPD points
- Current knowledge-sharing on appraisal and revalidation (where applicable) at a local, national and international level
- Develop techniques to enable appraisees to engage and benefit from the appraisal process
- Practical, hands-on refresher session

Beyond F2
3 CPD points
Concentrates on making the transition into specialty and how to focus the next two years.
- Career planning and identifying opportunities for your learning
- Clear concepts of the non-clinical skills needed to help you progress your career such as leadership, commercial awareness and resilience
- Awareness of the changes in the political and healthcare landscape and the impact of this for your professional development

Career focus – dental trainees
½ or 1 day
- Career decision-making and planning in dentistry
- Understanding the application process
- CV & interview skills
- Leadership in dentistry
Career planning skills
3 CPD points
– Four stages of career planning
– Review your career, identified areas of interest and how they may fit into your future
– Future issues affecting the medical environment and how you can begin to use these within your career plan
– Construct a personal career action plan

Career support training for educational supervisors
6 CPD points
– Career transitions that a junior doctor needs to consider in today’s ever changing medical educational landscape
– The career management cycle and using this to frame a career conversation with your trainee
– Boundaries for supporting a trainee
– Career theory and translating this into your practice
– Career decision-making in medicine
– Tools and support available

Creating an effective business case
3 or 6 CPD points
– Testing the viability of a business idea from a strategic and commercial perspective
– Preparation needed to create a business case
– The main requirements of the plan including structure, content and the language
– Presenting a business case

CV and interview skills
3 or 6 CPD points
– Key qualities sought by short-listing stages
– Writing a CV a step-by-step approach
– Preparing for an interview – the typical questions asked and how to approach them
– Selection & assessment centres
Engagement, marketing & innovation
3 CPD points
– Understanding the complexities of engaging in CPD for your key professional group
– Marketing channels and creating your key message
– How to innovate and create engagement in training

Interview skills for specialty training (ST1)
3 or 6 CPD points
– Understanding what the panel are looking for
– Preparing your evidence to demonstrate your motivation and commitment to your specialty
– Competency and value based recruitment
– Techniques to answer questions convincingly and build confidence

Interview skills for specialty training (ST3 and beyond)
3 or 6 CPD points
– Higher specialty session includes all the points covered above for ST1, as well as highlighting the extra clinical and professional responsibilities required

Interview skills for GP salaried or partner posts
6 CPD points
– An understanding of the key qualities sought in GP practice and how to demonstrate these at interview
– Insight into the GP labour market
– Effective preparation for pre-interviews, on the day and post interview
– Practice your interview technique with other participants

Interview skills for consultant posts
6 CPD points
– Making the transition to a consultant post
– Consultant application and interview process
– Competency and value-based recruitment
– Pre-interview, on the day and post-interview preparation to excel at each stage
– Presentations & other selection techniques
Preparing for your CESR application
3 CPD points
– Understanding the process and timescales
– Evidence and how to gather it
– Strategies for providing hard-to-find evidence
– Reflective practice and learning
– Creating a project plan for applying for your CESR

Job planning for SAS doctors
3 or 6 CPD points
– Job planning and career and professional development
– Objective setting for your job plan
– Reviewing obstacles and developing action plans
– Negotiation, influencing and assertiveness techniques

Job planning for managers
3 CPD points
– Understanding the nationally-agreed job-planning process and both the employee’s and the organisation’s entitlements
– Learn how job-planning can be used to support career development and aspirations, improving job satisfaction and organisational commitment
– Setting clear objectives
– Appreciate the mechanisms involved if a job-plan cannot be mutually agreed between doctor and clinical lead

Revalidation and appraisal skills for doctors
– GMC requirements for revalidation and the process of getting revalidated, including a revalidation checklist
– Links with revalidation and your professional development
– Objective setting & reflective practice
Revalidation and appraisal skills for nurses & midwives
6 CPD RCN points
- NMC requirements for revalidation and the process of getting revalidated
- Revalidation checklist – the eight key requirements
- Written reflective accounts, discussion and practice
- Appraisal (HeART Framework) how it links to revalidation and your professional practice

Supporting your transition to the UK
12 CPD points
- Communication; understanding this both from a patient and colleague perspective
- Personal effectiveness; appreciating how to manage relationships, influence others & being assertive in healthcare
- Professional standards & development; portfolios, appraisal, revalidation, reflective practice & GMC requirements
- Career progression; understanding medical career planning, CV development and interview skills
Meet the training team

Sophia Bourne

Sophia Bourne has over 20 years’ experience across a number of management and employee development-focused roles, including one-to-one careers guidance and coaching, group skills training, senior professional development workshops, employee research and consultancy. Sophia brings this broad knowledge and insight into the content and style of her workshops for health professionals, with a focus on robust theory underpinning active learning. Sophia holds a BSc in Biological Sciences (Psychology), the Diploma in Careers Guidance (Part 1) and NVQ 4 in Advice and Guidance, Diploma in Life Coaching, and she is currently completing a MSc in Occupational Psychology at Birkbeck College, University of London. Sophia is also qualified in psychometrics Test User Occupational-Ability/Personality.
Katie Dallison holds a Masters in careers development and has over 12 years of experience in careers work, the last five of those focusing specifically on the medical profession. This background, along with an interactive, facilitative group working style allows Katie to run highly interactive sessions, drawing on real-life examples to bring complex topics to life for her audiences. Katie also uses her strong networks with organisations who shape medical careers, such as royal colleges and the GMC, to give doctors a voice in careers related policy. Katie originates from New Zealand and enjoys working with the diverse population of medical professionals in both team and 1-2-1 settings. Previously Katie worked for The Careers Group, University of London where she ran the careers service at St Georges, working with undergraduates, postgraduates and academics. She was also heavily involved in delivering in-Trust workshops for the London Deanery as part of the foundation training curriculum. She is a MBTI trained practitioner.
Susan Edwards (MA MSc) is a lecturer, trainer and professional coach with over 15 years’ experience working with healthcare, business and finance professionals. Susan’s training style is engaging and interactive in its approach and is firmly grounded in a robust knowledge of the issues facing individuals, teams and organisations in these sectors. Susan has worked with thousands of healthcare professionals and at the heart of her teaching style is how to translate theory into a practical workplace setting. Susan creates training programmes and workshops, as well 1-2-1 coaching and works for the BMA Health Education England and London School of Economics. Prior to this she ran a successful career and professional development consultancy for The Careers Group, London and worked for Channel 4 and the University of the Arts London. She is a MBTI and TKI practitioner.
Mary Macfarlane has worked in skills training and careers advice since completing her PhD in 2008, firstly as Postgraduate Skills Training Officer at the University of Manchester, and later as Careers Consultant at the University of Salford. At Salford, Mary was responsible for an ESF-funded training and work experience programme for graduates, before moving into a Careers Consultant role and delivering one-to-one and one-to-many careers advice and skills training to students and graduates from a wide variety of disciplines. Mary holds a PhD and is due to complete a Postgraduate Diploma in Careers Education, Information and Guidance in Higher Education at the University of Warwick in 2016. She is a MBTI trained practitioner.