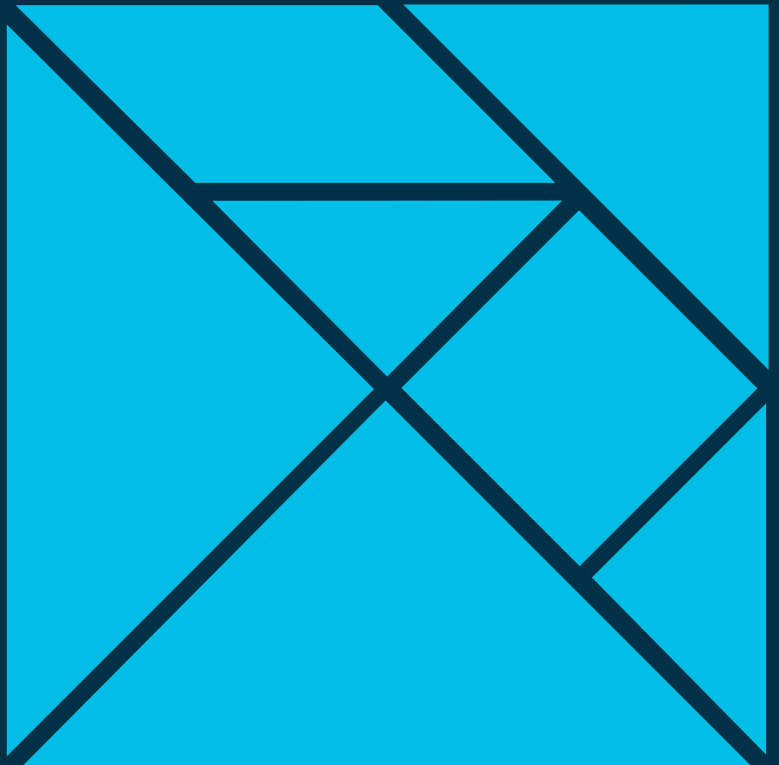


# GateHouse Medical

In-house learning and development for consultants,  
medical managers, clinical leaders, senior academics  
and junior and middle grade doctors



GateHouseMedical is part of



# GateHouse Medical

## Who we are

GateHouse are well-respected and well-established learning and development providers, working with NHS professionals across the UK. Our specialist courses for doctors are designed to provide the non-clinical skills required to be an effective manager and leader in today's health services. Our course leaders come to a venue of your choice to deliver courses tailored to meet the needs of you and your colleagues, saving you time and money, and offering a truly flexible programme.

## Why use us?

Our courses are tailored specifically for clinicians, rooted in the everyday challenges that doctors face in managing staff, interfacing with general managers, controlling budgets and managing change. This means that we leave you with practical, useable tools and techniques to enable you to put theory into practice.

Our course leaders provide knowledge, understanding and direction. They inspire confidence and create the right environment for learning. They have years of experience of working with doctors and know the kind of pressures that you face in the fast-paced world of the NHS. We offer an intense but enjoyable and stimulating learning environment to keep you up to speed and help you deliver patients services of the highest standard.

### 10 reasons to take GateHouse Medical in-house

- 1. Experienced and professional course leaders:** all our course leaders are experts in their field and have been chosen for their in-depth knowledge and exceptional ability to communicate this to participants.
- 2. Cost-effective prices:** in-house courses are charged per day, not per participant. Therefore you pay one rate regardless of the number of people you wish to train (up to a maximum of 15). Additional savings are made by cutting out participants' travel and accommodation costs, as we send our course leaders to the venue of your choice.
- 3. Flexibility:** we can offer a range of training opportunities from 90 minute *Nuggets*, to a one-day course to a multi-day modular leadership programme for managers.
- 4. Loyalty discounts:** we offer discounts for series bookings
- 5. Convenience:** employees often prefer to be trained in their own offices or locally to them.
- 6. We train your staff anywhere in the UK:** our course leaders are happy to come to you in England, Scotland, Wales or Northern Ireland.
- 7. No hidden extras:** our quotes are all inclusive so there are no additional course leaders subsistence or travel expenses to pay.
- 8. Back-up expertise:** unlike single-handed training practitioners, GateHouse offers a strong team of course leaders so you won't be let down by sickness or a busy calendar.
- 9. Course materials delivered ready to go:** we come to you but we make it as easy as possible for your training organiser. A few days before the event you will receive the GateHouse Training Box. We courier this to you with everything needed for a successful course. This not only makes things run more smoothly, but also greatly reduces the strain on your administrative staff.
- 10. Reputation:** the feedback for our training programmes is second to none.

### Our clients include

- General Medical Council
- London Deanery
- Health & Safety Executive
- MIND
- City and Hackney Teaching PCT
- NHS Northwest
- St George's Medical School
- Stockport PCT
- Tower Hamlets PCT
- University of York
- Royal College of Ophthalmologists
- Walsall Hospitals NHS Trust
- Welsh Assembly Government
- West London Mental Health NHS Trust

# The GateHouseMedical Management Programme Selector

We can help you to choose from our wide range of course modules to design a leadership programme that will meet your specific needs. Our experienced course leaders will lead you through the design process to create a programme that is unique to your organisation. The programme can be designed for all levels of clinicians, from junior doctors to experienced consultants who need to hone their skills in certain areas.

## Core modules include:

<b>Organising yourself and others</b>	<ul style="list-style-type: none"> <li>Identify your timewasters and how to prioritise your workload</li> <li>How to achieve your goals</li> <li>Delegating to others</li> </ul>	1 day
<b>Managing team performance</b>	<ul style="list-style-type: none"> <li>Establishing performance expectations</li> <li>Giving constructive feedback on performance</li> <li>The principles of appraisal</li> <li>Preparing for the appraisal discussion</li> <li>Managing the appraisal discussion</li> </ul>	1 day
<b>Motivating and leading the team</b>	<ul style="list-style-type: none"> <li>Understanding the role of the team leader</li> <li>Leadership styles</li> <li>Motivational theory and practical steps for managers</li> </ul>	1 day
<b>Developing the team</b>	<ul style="list-style-type: none"> <li>Understanding the impact of learning style preferences</li> <li>Identifying development needs</li> <li>The role of the coach and the coaching process</li> <li>Skills and attributes of the coach</li> <li>Practical coaching techniques</li> </ul>	1 day
<b>Handling difficult people situations</b>	<ul style="list-style-type: none"> <li>Timely intervention to prevent negative behaviour</li> <li>Your approach to conflict situations</li> <li>Dealing with poor performance</li> </ul>	1 day
<b>Problem-solving and decision-making</b>	<ul style="list-style-type: none"> <li>Understanding the nature, scope and impact of problems</li> <li>Problem-solving techniques and reaching a decision</li> <li>Communicating your decision</li> </ul>	1 day

## Additional modules:

- Managing change
- Briefings and presentations
- Influencing others
- Communication skills at work
- Negotiation skills
- Facilitation skills
- Budgeting.

## Optional additions to the programme:

### Live Project

During the programme doctors could choose to work on a project which is live for them. They would be asked as part of their course preparation to give some thought to an everyday challenge or a new way of working or an innovative approach which they would like to explore further during the programme. This would enable them to put into practice during the programme the techniques and approaches which are covered in the training. This is a practical and measurable way of embedding the skills gained into day-to-day working life.

### Motivational speakers

A powerful change of pace towards the end of the programme, we can include a speaker who has the skills to inspire and motivate participants, by talking about their own experiences.

### Follow-up sessions

We can offer one-to-one sessions to follow-up the management programme. Participants will have the opportunity to discuss how they have been able to make use of what they learnt on the course and focus on plans to take their new skills forward.

### Accreditation

The management programme can be accredited by the ILM if required.

# GateHouse Medical

## Management and leadership courses

### Introduction to management for medics

This is a two-day course, one of our most popular, helping new consultants to gain rapidly the basic skills needed to establish their credentials and operate powerfully in their role. It gives a clear understanding of the responsibilities of the managerial aspect of the consultant role, highlighting practical and constructive approaches to the key tasks of management. You explore a range of practical skills, from managing and motivating staff to successfully achieving goals and objectives.

#### Course content

- A successful manager - roles, expectations, skills and attributes
- Management styles - effective styles for a variety of situations
- Interpersonal communication skills - listening, questioning, observing
- Non-verbal communication and its impact
- Assertiveness skills for difficult situations
- Constructive feedback
- Motivation - achieving and maintaining commitment
- Performance management
- Strategies for efficient time management
- Setting clear goals and SMART objectives
- Prioritising and delegating
- Making meetings matter.

### Managing people and leading teams

Management techniques are all very well, but when things go wrong, it is nearly always for the same reason - people! People represent the most important resource in an organisation. Teams are often 'virtual teams': the doctor often does not have direct authority over all the team members. Yet the team's needs, roles and attitudes constantly change. This highly participative one-day course helps doctors to assess their own personal effectiveness and their ability to influence the performance of the team in a changing environment.

#### Course content

- Principles of management
- Delegating and empowering
- Leadership and management
- Negotiating and communicating
- Coaching and developing
- Building the team
- Creative thinking/problem solving
- Communicating effectively
- Setting priorities
- Motivation theory.

### Managing with excellence

Clinicians who have senior management responsibilities but have not been specifically trained for their responsibilities will benefit from this two-day programme. Effective leadership is about ordinary people getting extraordinary things done and this programme will help participants enhance their interpersonal, leadership, management and decision-making skills. It emphasises leading without relying on positional authority, making it a challenging and intensive workshop with a focus on the individual. It has been devised to broaden understanding of management and develop skills in order to better equip you to get the best out of people, by focusing on those key behaviours and activities that differentiate truly effective leaders.

#### Course content

- Planning and implementing a change programme
- Working effectively as part of the senior management team
- Making performance management work to achieve your goals
- Enhancing your personal effectiveness
- Building teams and fostering team-working
- Dealing with conflict
- Bridging the gap between manager and clinician.

### Handling people and performance problems

It can be difficult to approach an employee or colleague about an attitude or performance problem. Trying to change attitudes is never easy, but it can be a lot less stressful if you have developed consistent and proven techniques to do so. This one-day course will give you confidence to have those difficult conversations and so enhance your management effectiveness and your credibility as a leader.

#### Course content

- Ways of analysing your behaviour and that of others
- Managing and reducing conflict
- Using assertive and responsive skills
- Using influencing skills
- Dealing with negative behaviour
- Developing strategies for dealing with specific behaviour.



# Management and finance skills

## Finance skills for clinical leaders

A comprehensive two-day workshop covering all aspects of healthcare financial management specifically designed for doctors with significant financial responsibilities.

### Course content

- Comprehending and using appropriate financial jargon
- Financial risk management
- Active interpretation of financial position
- Analysis of your underlying financial position
- Forecasting future financial problems and opportunities
- Financial and business planning concepts and techniques
- Your current and future financial responsibilities.

### By the end of the course, you will be able to:

- Talk the same language as your accountant
- Use alternative budget setting techniques
- Identify the underlying causes of financial variances
- Plan effectively by identifying hidden costs and benefits
- State how costs react to changing activity
- List your financial responsibilities
- Get your best out of your finance department.

# Leading on world class commissioning

## Marketing yourself and your services

This one-day interactive course takes you through all the practical steps needed to market your service. It includes how to identify your customers and their needs and expectations, using practical examples from public sector services. The difference between marketing, selling and advertising as well as the difference between customers, clients and commissioners is clearly covered.

### Course content

- Overview of the marketing process
- Market research and marketing research
- Becoming a customer-focused organisation
- How marketing works in relation to other disciplines
- Principles of marketing communications
- Marketing planning tools
- How to communicate with commissioners, partners and service users.

### By the end of the course, you will be able to:

- Understand the importance of being able to market your services
- Confidently identify your service features and formulate them into impressive customer benefits
- Understand marketing techniques to help you sell your service.

## Contracts and service level agreements

This one-day course covers all the essential ingredients to develop successful contracts and service level agreements (SLAs). Their purpose, format and content are covered in detail together with the impact of Payment by Results on the technical aspects of data collection, information reporting, dispute resolution and monitoring arrangements. It covers the behaviours needed to negotiate and agree successful contracts and SLAs with a full range of partners.

### Course content

- Purpose, format and content of contracts and SLAs
- Understanding other stakeholders
- Being exact and specific
- Current and future contracting environment
- Negotiation and agreement
- Risk management strategies
- Action planning.

### By the end of the course, you will be able to:

- List the contents of a completed contract/SLA
- Identify risks and strategies to manage them
- Recognise the competing needs and expectations of the different parties
- Identify weaknesses and produce an action plan to improve them
- Play your part in creating successful contracts/SLAs.

## Winning NHS tenders

The development of World Class Commissioning, the introduction of new provider organisations and the competitive tendering of services are putting increasing pressure on NHS managers and clinicians. This workshop is designed to meet the needs of those who find themselves involved in tendering within the NHS. It's a highly structured, hands-on, practical, one-day course on creating an NHS tender bid with the maximum chance of winning.

### Course content

- Sources of information
- Conflicts of interest
- Types of tender
- NHS Collaborative procurement hubs
- Expressions of interest, pre-qualification questionnaires and invitations to tender
- Invitation to participate in dialogue
- Organisation capabilities and creating a multi-disciplinary team.

### By the end of the course, you will be able to:

- Identify tenders to which you should respond
- Identify potential conflicts of interest
- Complete Pre-Qualification Questionnaire (PQQ) documentation
- Complete Invitation to Tender (ITT) documentation
- Participate in competitive dialogue
- Identify the skills required in your team.

## Creating a successful NHS business case

A highly structured, hands-on practical one-day course on creating an NHS business case with the maximum chance of gaining acceptance. Designed to be highly participative, it combines presentation and group discussion with individual and group exercises. Practical examples of direct relevance to doctors are used throughout.

### Course content

- Planning in theory and reality
- Analytical techniques
- Presenting a business case
- Options appraisal
- Non-financial benefit criteria.

### By the end of the course, you will be able to:

- Use effective analytical techniques to present the need for change
- List the main sections of any business case
- List key business planning models and their applications
- Understand business planning concepts and how they apply to the NHS
- Provide all the necessary information to create a successful business case.



# GateHouse Medical

## Project management, communication and personal development courses

### Project management

#### Essentials of project management for consultants and medical leaders

This highly popular one-day interactive course is offered as a sound basis for doctors involved in project management. The course provides a structured approach to projects based on PRINCE2® standards.

##### Course content

- Projects and project management
- Defining a project
- Controlling the start of the project
- Managing the "key players"
- Defining customer (user) quality expectations
- Product based planning
- Controlling the progress of a project
- Managing risk within the project
- Managing any changes that may occur through the project life
- Controlled close.

### PRINCE2® 2009 workshops

GateHouse Medical offers a range of PRINCE2® courses from refresher, revalidation to five-day combined foundation and practitioner.

##### PRINCE2® 2009 accredited foundation workshop

This three-day PRINCE2® accredited workshop introduces participants to the PRINCE2® (Projects in Controlled Environments) approach to project management and allows them the opportunity to achieve the recognised PRINCE2® foundation qualification. The workshop reviews the seven principles, seven themes and the seven underpinning processes of PRINCE2®. The one-hour PRINCE2® foundation exam will take place at the end of the third day. The workshop will use a mix of lecture, group work and self study to enhance the individual's learning.

##### Course content

- Overview, the Project Environment and Principles
- Starting up a Project
- Directing a Project
- Initiating a Project
- Controlling a Stage
- Managing a Stage Boundary
- Managing Product Delivery
- Closing a Project
- Business Case
- Organisation
- Plans (including Product Based Planning)
- Quality (including Quality Review)
- Change
- Progress
- Risk

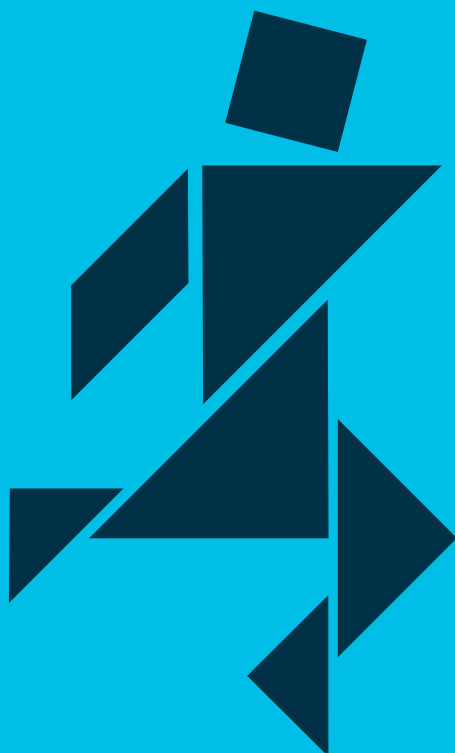
##### Workshop study

Participants will be provided with their own copy of the PRINCE2® 2009 manual four weeks before the start of the workshop. There will be a programme of pre-workshop self study (approx 12-15 hours) using the manual and participants will be sent a study framework to assist them. During the workshop participants will be required to carry out approximately two hours evening study.

##### The PRINCE2® Foundation exam

The Foundation exam comprises 75 multiple choice questions taken from the detail of the PRINCE2® method. This one-hour exam is 'closedbook' with a pass-mark of 50%.

PRINCE2® is a registered Trade Mark of the Office of Government Commerce in the United Kingdom and other countries.



# Media, presentation and writing skills

## Presenting and speaking with impact

Being able to present your ideas and arguments clearly and powerfully is a vital skill at whatever stage you are at in your career. Whether leading a team or presenting at meetings and conferences the ability to seize the moment and speak with power and passion is a skill which can be learnt. This practical workshop offers you plenty of tricks of the trade and the opportunity to hone your skills in a constructive atmosphere. Tips and tools will also help your teaching technique.

### Course content

- What makes a good public speaker?
- Opening with a bang
- Controlling nerves and stress
- The importance of body language
- Tactics for meetings, interviews and presentations.

## Successful business writing for medics

Are you credible on paper? Does your writing have the impact you want? Effective written communication is a vital competence for modern managers. Lacking confidence in this crucial area reduces management performance and limits career progression. This practical programme will enable you to write with confidence and impact. Through a systematic approach to effective writing it will enable you to produce accurate, clear and concise written material. This programme will have a major impact on how you present yourself to others and on the results you achieve.

### Course content

- Writing with a reader focus
- Strategic use of words and language
- Practical writing exercises
- Structure and proof reading
- Presentation skills on paper
- Business plans and report writing.

# Personal development

## Achieving personal impact: how to create your brand

This one-day course is designed for doctors who wish to gain a greater understanding of how to achieve successful impact through developing their personal brand.

### Course content

- The impact of first impressions – what do we really see?
- You the 'brand' – what do you stand for? How do people really see you? What are their perceptions?
- Assessment of current personal brand
- Guidance on how to communicate more effectively key assets and skills
- Body language – the importance of body language in creating positive impact
- What not to wear – image breakers and image makers.

## Effective persuading and influencing skills

Increasingly doctors need to influence not only those who work directly for them, but also those over whom they have no authority. For doctors to succeed in an increasingly complex environment they need to have a range of influencing skills at their fingertips to draw on to match the circumstances they face.

### Course content

- Increasing your confidence and ability to deal with new or difficult situations
- Gaining a greater repertoire of influencing skills
- How to encourage others to change their behaviour
- Active listening and assertiveness skills
- Verbal and non-verbal communication skills
- Persuasive techniques for formal and informal settings.

## Time management

This one-day course helps doctors to get organised and gain more control over priorities, people and paperwork. It focuses on practical strategies for prioritising tasks, defeating procrastination and delegating effectively. Participants also learn how to manage people, paper, the phone and email more efficiently so as to reduce the pressures faced by increasing and conflicting demands.

### Course content

- Prioritising and planning
- Defeating procrastination
- Delegation and effective resourcing
- Setting clear goals and SMART objectives
- Managing people and interruptions
- Conquering the paper pile and email overload
- Making meetings really matter
- Bringing back the work-life balance.

## Coaching for performance

Knowing how to coach effectively is an essential management skill, helping you to raise the performance and motivation of your team by providing on-the-job development opportunities. This one-day course provides managers with an understanding of what it means to be a coach and offers participants a framework for holding a focused coaching discussion, which will improve the performance of individuals and their team.

### Course content

- The role and behaviours of the coach
- Understanding your learning style and catering for the learning style preferences of others
- Directive and non-directive coaching interventions
- Coaching techniques
- Questioning and listening techniques
- Development planning.

## Effective meeting management

Meetings are a common feature of working life. They burn up significant resources and transmit messages about organisational culture. Do the outcomes of your meetings match the resources invested in them? How do your meetings rate in terms of efficiency? This practical programme will help you prepare properly, participate powerfully, chair effectively and follow-up efficiently.

### Course content

- Equipping those who run meetings with the knowledge, skills and confidence to do so more effectively
- Identifying problems arising and useful coping strategies
- Reviewing best practice in running meetings
- Exploring the causes and consequences of conflict in meetings
- Identify and dealing with challenging behaviours
- Getting the agenda, minutes and action planning right.

## Thinking differently

This dynamic one-day course invites you to take a fresh look at how your thinking and decision-making styles impact on others - and vice versa. Through interactive, experiential exercises, you will have the opportunity to explore first-hand the consequences of your personal preference types. You will have the opportunity to complete the Myers-Briggs Type Indicator (MBTI) test which will reveal how your thinking differs from others. You will discover how your unique traits facilitate and block the generation of ideas and impact on behaviours and actions.

### Course content

- Understanding the characteristics of sixteen different personality types and the implications for the way we think, work and communicate with others
- Raising awareness of your personal preference type and how this affects interpersonal communication in both professional and personal areas of life
- Exploring fun yet effective techniques to develop lateral thinking
- Reflecting on decision-making approaches and working styles in view of personality preference types
- Experiencing ways of communicating more effectively with others
- Experiencing the benefits of creative, interactive, participatory approaches to looking at situations in a refreshing way
- Easy-to-use coaching tactics for creating a 'thinking environment' that leads to more harmonious, productive and higher energy meetings.

Browse the GateHouse website [www.GateHouseCourses.com](http://www.GateHouseCourses.com) for more course ideas – we can tailor any of our courses to meet your specific requirements.

# GateHouseMedical


## No time for a full day course? Try our new training *Nuggets*

Our training *Nuggets* are a dynamic way to deliver short, succinct sessions on a range of subjects. These 90-minute sessions act as an introduction or refresher depending on your needs. You can choose from a wide range of subjects, focusing in on a specific topic, from a minimum of two sessions delivered in one day to a maximum of four sessions in one day.

### As an example you could have:

- 09.30-11.00 **Session one:** Time management
- 11.30-13.00 **Session two:** Presenting with impact
- 14.00-15.30 **Session three:** Handling difficult situations
- 16.00-17.30 **Session four:** Effective meeting management

Our training *Nuggets* are a cost effective and time saving way to upskill your staff and complement existing training programmes.



**Would you like to find out  
how GateHouseMedical can  
help your team?**

To start that process  
contact Joy Shepherd on  
**020 8334 4510**  
or email her at  
**joy@chamberdunn.co.uk**

GateHouseMedical is part of



**[www.GateHouseCourses.com](http://www.GateHouseCourses.com)**