

NHS IMPACT Operational Improvement Training FAQs

What is the course?

This course is a catalyst for positive change. An **investment in clinical and operational leaders and managers**, and the future of the NHS.

The course aims to equip clinical and operational leaders with the practical tools and strategic thinking needed to become a driving force in improving healthcare, building thriving teams, enhancing operational excellence, and ultimately, make a tangible difference in patients' lives.

Not only will learners be equipped with the skills and strategies to improve efficiency and productivity, but they will also learn to foster a culture of innovation and continuous learning. They will be empowered to tackle key challenges creatively and systematically, leading to performance improvement and productivity gains, with a view of changing the way the NHS work for the better.

How is the course taught?

Learners will attend one core improvement module and then self-select clinical specialty pathway modules; Elective Care, UEC, Cancer, Outpatients, Theatres, Mental Health, Diagnostics. This enables learners to build a training package which best suits their role, needs of their locality and career ambitions.

Core module: In this module, learners will learn to build thriving teams where autonomy and belonging drive operational excellence. Learners will be equipped with practical ways to identify and understand systemic problems, apply practical approaches to improve patient

care, operational performance, and productivity, and discover strategies to sustain and embed these improvements.

Pathway modules:

The following module options are to be selected based on the learner's role, local needs and career aspirations:


Elective module: This module equips learners with the knowledge and skills to contribute to the national elective recovery effort by improving timely access to elective care for patients. Learners will use data to identify specific challenges in Elective Care and opportunities to make healthcare better for patients. They will explore good practice in operational fundamentals and discuss real-life case studies, gaining insight into practical approaches to tackle Elective Care challenges, maximising capacity and improving timely access to quality care for patients.

UEC module: In this module learners will be taught how to drive improvements in the Urgent and Emergency Care (UEC) pathway. Through an introduction to national priorities, data analysis, and practical improvement ideas, participants will increase their knowledge and skills to enhance patient flow, optimise resource allocation, and contribute to a more efficient and effective NHS.

Cancer module: This module focuses on equipping learners with the knowledge and skills to understand and improve the Cancer pathway. Learners will explore the patient journey, understand how to take a patient-centric approach, and where their role sits within the pathway. They will examine key challenges and opportunities for improvement within their clinical areas.

Outpatients module: This training module equips learners with the skills to analyse and improve outpatient services through an understanding of the pathway, the key metrics available to them, and practical improvement strategies such as optimising referrals, patient communication and clinic templating. By examining real-world data and exploring innovative solutions, learners will gain the skills to enhance outpatient services and contribute to a more efficient and patient-centred experience.

Theatres module: This module focuses on equipping learners with the knowledge and skills to understand and improve the Theatres and Perioperative Care pathway. Learners will explore the patient journey from referral through to surgery and recovery and understand where their role sits within the pathway. They will examine key challenges and learn practical approaches to optimise theatre utilisation and drive meaningful improvements in their Trust.



Mental Health: This module trains learners to analyse the patient journey, identify challenges within the inpatient pathway, and implement practical improvements to enhance patient care and drive a positive and therapeutic environment.

Diagnostics: This module empowers learners to drive improvements in Diagnostics. Through a deep dive into national priorities, analysis techniques, and practical improvement approaches, learners will enhance their knowledge and skills to optimise demand and capacity, enhance the patient experience, and contribute to a more efficient and effective Diagnostics system.

Peer Learning Groups: Following attendance at the training, each of the pathway modules have a one-hour virtual Peer Learning Group where learners will discuss real-life challenges, apply learning concepts and learn from one another's approaches, knowledge and experience.

Timescales: The timescales will vary depending on when learners choose to book the modules. Learners will be asked to self-register for the modules relevant to their role and availability.

On completion: Following evidence of course implementation, learners will receive a CPD certification accredited by the Faculty of Medical Leadership and Management (FMLM).

Who is eligible?

The NHS IMPACT Operational Improvement Training is aimed at frontline clinical and operational leaders from acute, primary care or community settings. It is best suited to those working within operational pathways of Elective Care, UEC, Cancer, Outpatients, Theatres, Mental Health, Diagnostics.

What are the entry requirements?

There are no entry requirement or prerequisites to the course. Please note, there is mandatory pre-work that needs to be completed in advance of commencing the module sessions. More information on that will be provided post application.

How much does this course cost?

There is no required funding contribution for each learner, but organisations need to plan for staff release (support for backfill) and there may be a request to support estates utilisation.

When does the course run?

The core module is taught over a full day. The Pathway modules are taught over a half day. Teaching hours are between 9am-5pm.

Where does the course run? (location or online)

Some modules will be held in person and some virtually. Learners are encouraged to register for local sessions, alongside peers from neighbouring organisations, rather than travelling to different regions.

How to apply:

Learners should seek approval and discuss their pathway selection with their line manager in the first instance, then self-register on the learner platform. The link to the learner platform where learners can self-register, view and book scheduled dates and access pre-learning will be available [here](#) on the 2nd June. Please note, this link will not be live until then.

What should I do if I have issues accessing the platform?

If you encounter any issues such as the site being blocked, please ask your IT support team to allow the below URLs and email address:

1. KPMG LEAP Platform: <https://www.nhs-impact.co.uk> - where all the training will take place
2. eLearning SCORM URL: <https://klp-scorm-prod.azurewebsites.net> - this link cannot be accessed directly, it just needs to be allowed so that the eLearning training activities can be accessed via the platform
3. Automated email communication address: no-reply@kpmglearningsolutions.co.uk - to allow automated comms to be sent to the learners

Allow listing these URLs and email address now will help prevent potential access issues.

Who can I contact if I have further questions?

If you still have any general queries, please reach out to england.improvementdelivery@nhs.net.

For any queries regarding registration or bookings, please don't hesitate to contact kpmglearningservices@kpmg.co.uk.

Line Manager FAQs

What are the benefits for my team member and the wider team?

This programme will equip team members with valuable leadership and operational improvement skills, directly impacting their performance and contributing to a more efficient and effective team. They will gain practical tools to enhance patient care, improve team dynamics, and drive positive change.

The benefits extend beyond the individual, creating a ripple effect of improved processes, enhanced productivity, and a more positive work environment for the entire team.

Specifically, team members will gain skills in:

- **Strategic thinking and problem-solving:** Identifying and addressing key challenges within the healthcare system.
- **Team leadership and development:** Building high-performing teams and fostering a culture of collaboration and innovation.
- **Data-driven decision making:** Using data analysis to inform strategies and measure the impact of improvements.
- **Operational excellence:** Streamlining processes and optimising resource allocation to enhance efficiency and patient care.

How can I support my team member *during* the course?

- **Time Allocation:** Ensure each team member has the necessary time to attend the training sessions (full day for the core module, half-day for pathway modules).
- **Resource Provision:** Provide access to any necessary resources or data they may need to complete pre-work and participate fully in the sessions.
- **Open Communication:** Maintain open communication with team members, addressing any questions or concerns they may have.
- **Encouragement and Support:** Offer encouragement and support throughout the programme, emphasising the value of their participation and the positive impact it will have on their career, the team, and the NHS.

How can I support my team member *after* the course?

- **Implementation of Learning:** Provide opportunities for team members to apply their newly acquired skills and knowledge within their role. This may involve assigning projects or tasks that allow them to implement the strategies learned during the programme.
- **Mentorship and Guidance:** Offer ongoing mentorship and guidance, providing support and feedback as they implement their learning and navigate any challenges they may encounter.
- **Resource Allocation:** Ensure team members have the necessary resources and support to implement their new skills and knowledge effectively.
- **Recognition and Celebration:** Acknowledge and celebrate their achievements and the positive impact they are making within the team.

How much time will the course require?

There is one core module which is a full-day session, and each learner chooses a selection of pathway modules, based on their role, which are half-day sessions. Each of the pathway modules have a one-hour Peer Learning Group where learners discuss real-life challenges, apply learning concepts and learn from one another's approaches, knowledge and experience. In addition to the in-class time, approximately one hour of pre-work is anticipated for each module.

Open communication between team members and their line manager is encouraged to ensure realistic expectations and effective support. The time spent networking and implementing learning outside of formal sessions is not currently specified but should be considered when planning workload.