

# Operational Improvement Training Programme

## Primary Care



# Introduction

## Welcome to the Operational Improvement Training Programme

This training programme is open to **all bands 6-8a (or equivalent) clinical and operational staff**, supporting them to develop their skills in operational management with practical tools they can apply in their day-to-day work and future careers.

While the programme includes some basic improvement training (which may be familiar to those with previous experience), its primary focus is broader—developing skills in operational management and team leadership. We encourage participation even if you've completed other improvement courses, as this programme offers a much wider scope.

It includes a one-day core module for all participants, focusing on leading teams and leading improvement, as well as a range of half-day specialty-specific modules that focus on operational management skills across a variety of clinical areas: Urgent and Emergency Care (UEC), Cancer, Outpatients, Theatres and Perioperative Care, Mental Health, Elective Care, and Diagnostics.



Build a personalised training journey aligned to your role, your organisation's needs, and your career goals.



CPD accredited by the Faculty of Medical Leadership and Management (FMLM) — with CPD points awarded upon completion.

## Learning Outcomes

### What you will gain:

- Practical tools for dealing with the day-to-day challenges
- Skills to lead confidently and solve problems strategically
- A deeper understanding of operational management essentials
- How to use data to drive change - not just measure it
- Methods to create a culture of learning and innovation
- This training offer is for all band 6 - 8a (or equivalent) clinical and operational staff



# Course design and relevance for Primary Care

This Operational Improvement Training course has been primarily designed for staff working in acute (hospital) settings, and much of the content, case studies, and examples are focused on acute care environments. However, there are many principles, tools, and skills within the course that can be highly beneficial and transferrable to primary care settings.

Modules likely to provide the most value in primary care have been highlighted, with those of lesser relevance noted. This allows focus on areas with the greatest impact in the role.

We encourage you to consider how the learning can be transferred to your practice, and to share ideas with colleagues about how these approaches might be applied in primary care.

# Core Module Overview

The core module is the starting point of your learning journey. In this module, you'll learn to build thriving teams where autonomy and belonging drive operational excellence.

You will gain skills 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. This module equips frontline clinical and operational leaders with practical ways to strengthen operational management capabilities and make healthcare better for patients.

## 1. Pre Workshop

Ahead of the core workshop, supporting preparatory activities will enhance your understanding of operational excellence with the pre workshop pack. This foundational resource sets the stage for a transformative learning experience, equipping you with the insights needed to actively participate in the upcoming workshop.

## 2. Workshop

In this dynamic core workshop you'll engage in interactive exercises and real-world scenarios. You will collaborate with peers to build thriving teams, tackle operational challenges, and apply improvement strategies. This hands-on session empowers you to drive meaningful change in healthcare delivery, enhancing both patient care and operational performance.

## 3. Post Workshop

This is where the real learning starts and knowledge can be applied into practice. You will have access to valuable resources, reflective exercises and peer support to help you apply new skills in your day-to-day role. This will support you to sustain and embed improvements, becoming an effective change agent in your organisation.



# Pathway Modules

Following completion of the core modules, you will take the next step to your chosen module in one of the following areas, **Urgent and Emergency Care, Cancer, Outpatients, Theatres and Perioperative Care, Mental Health, Elective Care and Diagnostics.**

These modules will provide you with the knowledge and skills to enhance patient care and operational performance within your chosen clinical speciality pathway. You will work through practical approaches to overcoming key challenges to improve patient outcomes. You will explore how to take a patient-centred approach, ensuring the patient experience is prioritised. Through interactive sessions, case studies, and collaborative activities, you will be empowered to drive continuous improvement within your clinical areas, ultimately making a tangible difference in patient care.

## Urgent and Emergency Care (UEC) module

In this module you will be taught how to drive improvements in the UEC pathway. Through an introduction to national priorities, data analysis, and practical improvement ideas, you will increase your knowledge and skills to enhance patient flow, optimise resource allocation, and contribute to a more efficient and effective NHS.



## Cancer module

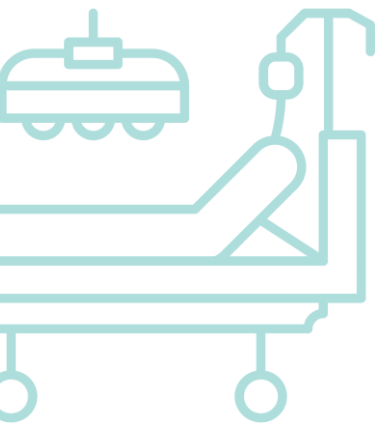
This module focuses on equipping you with the knowledge and skills to understand and improve the cancer pathway. You will explore the patient journey, understand how to take a patient-centric approach, and where their role sits within the pathway. You will examine key challenges and opportunities for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



## Outpatients module

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





## Theatres and Perioperative Care module

This module focuses on equipping you with the knowledge and skills to understand and improve the theatres and perioperative care pathway. You will explore the patient journey from referral through to surgery and recovery and understand where your role sits within the pathway. You will examine key challenges and learn practical approaches to optimise theatre utilisation and drive meaningful improvements in your Trust.

## Mental Health module

This module equips you 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.



## Elective Care module

This module equips you with the knowledge and skills to contribute to the national elective recovery effort by improving timely access to elective care for patients. You will use data to identify specific challenges in elective care and opportunities to make healthcare better for patients. You 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.

## Diagnostics module

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





# Most Relevant to Primary Care

## Core:

- Provides essential skills in operational management, team leadership, and structured problem-solving.
- Directly applicable to improving practice efficiency, patient flow, and team dynamics in primary care.
- Teaches tools (SMART aims, driver diagrams) that can be used for everyday challenges like appointment management, workflow redesign, and service improvement.

## Urgent and Emergency Care:

- Focuses on urgent care pathways, which primary care is often the first point of contact for
- Helps staff understand how their work links to ED and community services, improving coordination and patient safety
- Teaches practical tools for managing surges, identifying delays, and collaborating to reduce avoidable admissions

## Outpatients:

- Covers the outpatient journey from referral to discharge, a process primary care initiates and supports
- Offers strategies to improve referral quality, booking processes, and follow-up management
- Helps practices reduce missed appointments and enhance patient experience through better communication and digital tools

## Diagnostics:

- Diagnostics are frequently ordered and tracked by primary care
- Module teaches how to identify and resolve bottlenecks, improve access to tests, and collaborate with diagnostic services
- Directly supports faster, safer patient care and more efficient practice operations

## Cancer:

- Cancer referrals are a key responsibility in primary care.
- Module improves understanding of referral standards, pathway management, and how to track and escalate cases to avoid delays.
- Supports better outcomes for patients through proactive management and collaboration.

## Mental health:

- Primary care is often the gateway to mental health services
- Module strengthens understanding of mental health pathways, data-driven improvement, and trauma-informed care
- Helps staff support patients more effectively and improve service quality



## 1. Pre Workshop

A workbook will provide you with the essential information and preparatory activities designed to equip you with foundational knowledge about your chosen pathway module, patient experiences, and key concepts. This will ensure you are ready to contribute to a productive and insightful learning environment in the workshop.

## 2. Workshop

These workshops will guide you through understanding the patient journey from referral to treatment, identifying key challenges such as waiting times and capacity constraints, and exploring practical approaches to enhance patient care. Engagement in discussions, case studies, and collaborative activities will enable you to apply your learning directly and make a tangible impact to your role.

## 3. Post Workshop

The post session workshop pack provides resources, guidance, and reflection activities to help you embed the knowledge and skills gained during the workshop into your daily practice. You will be able to use the outputs of this pack to drive continuous improvement within your pathway area, focusing on patient-centred care and operational excellence through practical, hands-on tools.



## Peer Learning Groups

The Peer Learning Groups will focus on key aspects of each pathway, including understanding your Trust's pathway, identifying challenges, and implementing improvements.

Each pathway module includes a 1-hour virtual Peer Learning Group session, designed to help you share learning, reflect together, and apply ideas in practice.



**Format:** Virtual (1 hour)



**Group size:** 10 people (min. 8, max. 12)

**Self-led:** The group nominates one member to facilitate and keep time





# Peer Learning Group Structure

The Peer Learning Groups (PLGs) will focus on key aspects of each pathway, including understanding your Trust's pathway, identifying challenges, and implementing improvements.

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1



## Setting up your PLG (5 mins)

Get started with a short intro and setup. Review the guidance and nominate your facilitator.

2



## Discussion (25 mins)

Share your experiences, insights and ideas. Use your completed Action Plan template as a discussion tool.

3



## Action Planning (20 mins)

Decide as a group what you'll take forward. Capture specific actions based on what you've learned.

4



## Review and Reflect (10 mins)

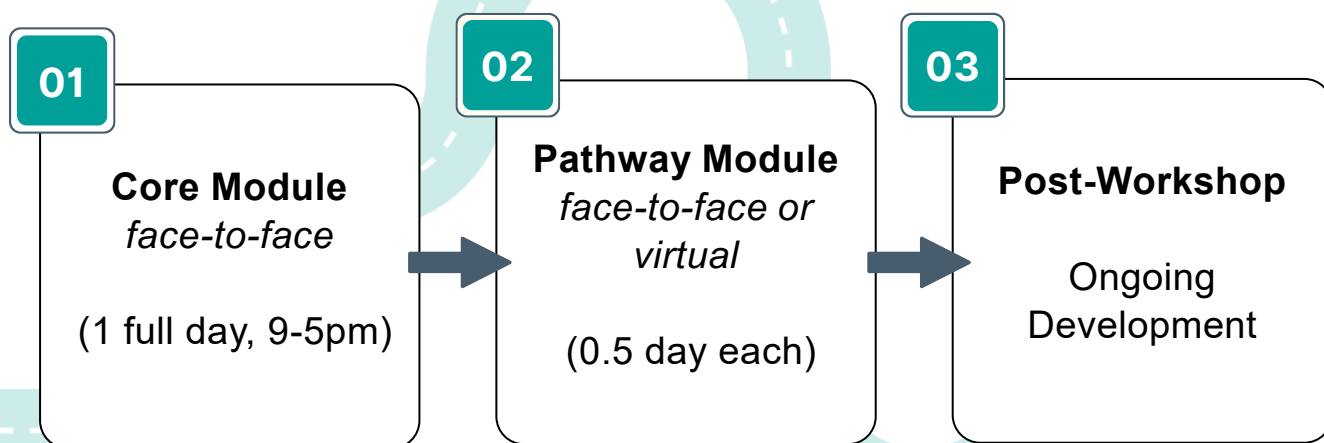
Reflect together: What went well? What would you change next time?

# Practical Details

The core module is taught face-to-face over a full day. Teaching hours are between 9am-5pm.

The pathway modules are taught over a half day and will be virtual or face to face dependent on venue. Do check your booking instructions for further information.

## Course Delivery



## Seizing this opportunity to the fullest

Let's make the most of this exciting step forward in operational excellence—together!

This is a fantastic opportunity to build capability and confidence in operational improvement across our services. You get out as much as you put in so we ask that you:

Stay curious and open minded, ask questions

Listen to others and treat everyone with respect



# How to book

There is a schedule of training cohorts throughout the year. To find out when you can take part, please contact **[england.improvementdelivery@nhs.net](mailto:england.improvementdelivery@nhs.net)**.

Before registering, please speak with your line manager to agree your pathway.

Once you've had that discussion, head to **[www.nhs-impact.co.uk](http://www.nhs-impact.co.uk)** to self-register on the learning platform. This is where you'll be able to view scheduled dates, book onto modules, and access the pre-reading.

We look forward to welcoming you to the programme.

## Contact us

For general queries, contact: **[england.improvementdelivery@nhs.net](mailto:england.improvementdelivery@nhs.net)**

For registration or booking support, reach out to: **[kpmglearningservices@kpmg.co.uk](mailto:kpmglearningservices@kpmg.co.uk)**





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