

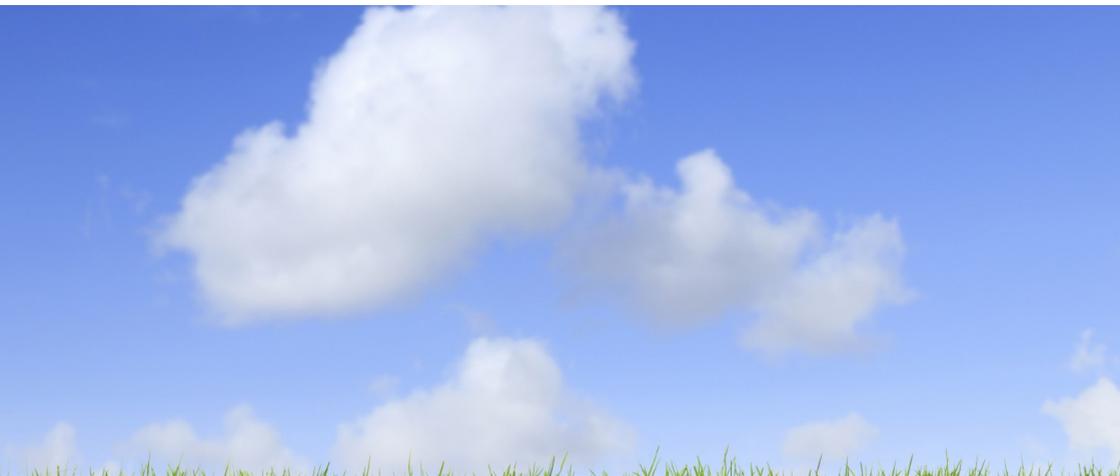


Meeting your training needs:

PHAST Education, Training &  
Development Programme

Small change, big difference

Public health consultancy service



# **PHAST is a professional public health consultancy that aims to improve the health of the population by providing innovative, expert services, which add value.**

The Public Health Action Support Team (PHAST) is a group of experienced public health professionals who provide high quality, rapid results. PHAST provides evidence based value to organisations involved in improving health, and commissioning health and social care.

PHAST aims to improve the health of the population and promote equalities through programmes and projects that rely on evidence about the effectiveness, cost effectiveness, appropriateness, and ethics of interventions.

PHAST has worked in partnership with Government Departments, National Agencies, Strategic Health Authorities, Primary Care Trusts, Acute Trusts, Mental Health Trusts, Practice Based Commissioning Groups, Local Authorities, Higher Education Institutions, Voluntary and Charitable Organisations and the Prison Service.

PHAST organises a variety of training

programmes both for public health professionals and the wider community. Bespoke training can be delivered as requested.

PHAST operates on a managed consultancy model and ensures consistency of output and methodology, both within and between projects. It applies robust project management and quality assurance to ensure projects are delivered to time, quality and budget. PHAST adopts appropriate transparent methodologies and will employ ethicists or seek legal opinion where appropriate.

PHAST is a Community Interest Company (CIC). This is a type of Social Enterprise organisation that is committed to using any surplus and assets for the public good. Social Enterprises trade in goods or services for a social purpose. Their need to deliver on financial, social and environmental performance targets is often referred to as having a 'triple bottom line'.

“ A Social Enterprise is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners. ”

# PHAST Education, Training & Development

**PHAST training has been developed over many years using a wide range of experts to provide high quality courses that meet the needs of different audiences.**

The aim of the PHAST Education, Training & Development Strategy is to build public health capacity and capability within the public, private and voluntary sectors so that a greater number of people have the knowledge and skills to improve the health of the population, promote public health and reduce health inequalities in the UK and internationally.

In light of the newly identified government agenda, moving away from target driven care into a focused approach to outcomes, we offer you a wide range of training to suit many different audiences. Concepts will be explained and a set of tools provided to support the delivery of a 'world class service'.

Whilst each training programme identifies their target audience, this is purely a guideline and discussion with PHAST's Education, Training & Development Director, can help you to decide if a course is suitable for your needs. All PHAST training programmes are responsive to the Chief Medical Officers tiered approach to public health and are continually developed to ensure they are up to date with sector developments.

The courses in this booklet are all available to individual organisations, to be commissioned on a bespoke basis. At times we also hold courses open for general access, this information, updates to all courses and any new additions will be available on a regular basis via the PHAST website, [www.phast.org.uk](http://www.phast.org.uk) or call 020 3479 5250.

Each full-day workshop provides the participant with 5 Continuing Professional Development (CPD) points, with each half-day workshop worth 3 points. A certificate will be provided to each participant upon completion of the training course.

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## Appraisal and Revalidation for GP's and Consultants

### Full day workshop

PHAST is working to deliver appraisal and revalidation training for public health consultants and directors. This course meets the Clinical Governance Team's recommendations on appraisal.

#### Participants will be able to:

- Review the DH White paper "Trust, Assurance and Safety" and consider the inclusion of "summative" elements within the appraisal process
- Demonstrate an understanding of the purpose of appraisal
- Understand the implications of the Health and Social Care Act 2008
- Understand the difference between relicensure and recertification
- Produce high quality appraisal documentation
- Consider the preparation required from both parties prior to the annual appraisal meeting including the collation of evidence
- Understand the clinical 360 degree feedback process and how the assessment can be used as evidence
- Discuss how to handle the difficult appraisal
- Examine and practice the communication skills and structure on conversation appropriate to running an effective annual appraisal

“Our delegates were very positive about the training delivered. The level of interactivity in the session and the opportunity for discussion were highly rated and it was felt that the practical examples encouraged peer to peer group work and the exchange of ideas and sharing practice. Overall, the content of the course met the objectives of our delegates and they were happy to recommend the course to their teams.”

*Janet Grime, Administration and Governance Support Manager  
Lancashire Public Health Network  
Commissioners of Appraisal and Revalidation Training, December 2010*

## The Art and Science of Behaviour Change: Nudging People Towards Better Health

### Two Day Workshop \*

The innovative workshop will provide participants with the theory and skills to support behaviour change both at the individual and population level. In the first part of the course, participants learn and practice basic communication skills to allow them to have purposeful conversations with clients/patients to help them assess readiness, consider change and move them in the direction of positive health. The second part of the course explores the concept of population nudges and participants consider their role in changing behaviour at the group or population level.

**Style:** A range of interactive exercises, theory and skills practice.

**This course is aimed at:** Anyone who interacts with patients, clients or customers and could use those interactions as opportunities to promote and support healthy behaviour change.

#### Learning Objectives:

- Understand “Nudging” within the context of providing brief advice and promoting health at the individual level
- Understand the different stages of change within the Transtheoretical Model of Behaviour Change
- Understand and apply good communication skills when talking to people about behaviour change
- Understand the different factors that can influence people’s health
- Understand nudging within the context of improving health at the population level

“ I really enjoyed the training. I think it should be made mandatory training for all staff. ”

*Community Physiotherapist Lead, course participant*

\* A one day workshop which focuses on the first part of the course is also available. The trainers will work with your organisation to tailor the course to meet your training requirements or interests.

## Critical Appraisal

### Half day workshop

Critical appraisal is the process of systematically weighing up the quality and relevance of a research paper. Critical appraisal skills are essential in making informed decisions, in evidencing proposals and researching for reports. In addition to teaching critical appraisal skills and encouraging the use of evidence in decision-making, these workshops help to build public health capacity and to support clinical governance and clinical effectiveness in the workplace.

**Style:** Interactive learning environment. Participants will use published studies to practice their appraisal skills.

**This course is aimed at:** The public health workforce including, public health practitioners, PCT and Acute Trust staff, GPs, Health Visitors, Midwives, School Nurses, Community Nurses, Environmental Health Practitioners, Police, Fire Brigade, Voluntary Sector.

#### Learning outcomes:

- Explore the background to research 'evidence' and 'clinical effectiveness'
- Understand the terms *systematic review* and *meta-analysis*
- Understand the importance of systematic reviews to the evidence-base
- Have critically appraised a published systematic review
- Collect skills and resources supporting critical appraisal of systematic reviews

“ Reading and evaluating a paper is mainly about applying common sense. Traditionally, critical appraisal of the literature has been made to seem like a difficult science for the elite rather than a basic skill that any health professional can readily learn and apply to their own situation. ”

*Chambers, R. et al. 2004. Clinical Effectiveness and Clinical Governance Made Easy, 3rd Edition. Oxford, Radcliffe Medical Press Ltd.*

## Defined Specialist Training

PHAST has significant experience in providing portfolio development support for those wishing to join the UK Public Health Register. Training courses can be tailored to meet individual needs for:

1. PH Register development/Action Learning Sets for those already on the Register:
2. PH Register portfolio development for those wishing to join the Register

### Who should attend?

Public health professionals working at senior level who wishes to apply to the Public Health Register via the Retrospective Portfolio Assessment route including those applying via Recognition of Specialist Status. This is also open for those with defined areas of specialist practice applying via the Developmental Portfolio Route.

The aim of the support programme is to help people to meet the core competency requirements and fill knowledge gaps, but applicants to the programme will be expected to already have a sound public health knowledge base.

### Learning Objectives:

To outline the processes and procedures for those wishing to apply as Defined Specialists on the UK Public Health Register.

- Outline the application process and all competencies required to be eligible
- Receive guidance, training and support for filling knows how and shows how gaps to meet core competencies
- Attend facilitated learning sets
- Attend individual guidance sessions (1:1s)
- Receive guidance on writing portfolios

For those already on the Register:

- Receive support and guidance re accreditation/revalidation
- Attend facilitated action learning sets



PHAST are currently working in collaboration with DHP Research & Consultancy Ltd to offer **two unique training initiatives** centred on the current public health framework. See below for information on the Engaging with Local Communities and see page 26 for information on our Patient Report Outcome Measures workshop.

## Engaging with Local Communities

### Full day workshop

Although most healthcare professionals involved in service development and research are committed to a general principle of 'user involvement', the approach to how this can be achieved are often relatively underdeveloped. This unique full day workshop, through a combination of active participant involvement, discussion and presentations, explores a number of strategies and models of involving cultural and ethnic communities in the research process. The workshop is particularly relevant following the publication of 'The Engagement Cycle - A new way of thinking about Patient and Public Engagement (PPE) in World Class Commissioning.'

#### Programme Outline:

- Who could be included? A presentation and structured group discussion exploring issues of representation and power in user and community inclusion.
- How can inclusion work - A presentation and structured group discussion.
- Practicality and best practice in user and community inclusion - can we set concrete and attainable goals?

**The workshop has a strong practical element and as part of the delegate involvement, discussion groups will be asked to match potential inclusion strategies with project outlines - and debate their choices.**

**This course is aimed at:** Those working with or in partner agencies undertaking PPE across the local health economy, Primary Care Trusts developing corporate strategies for commissioning, networks responsible for pathways of care, practice based commissioners and PCT commissioning leads.

**Learning Outcomes:** This seminar will enable you to identify, understand and implement the different strategies and models for involving the different cultural and ethnic communities as apart of the PPE engagement cycle and research process.

## FPH Parts A Revision Programme

Biannual course, 10 weekly sessions

A series of weekly public health seminars for those wishing to sit the FPH Part A exam. Over the past 10 years the programme has been tailored to meet the needs of participants, providing expert tuition and practical exercises and has frequently achieved higher pass rates than the national average for participants. During this time, we have compiled an extensive set of notes which can be used as a study aid, these can be found on the HealthKnowledge website: [www.healthknowledge.org.uk](http://www.healthknowledge.org.uk).

**Style:** The sessions are interactive and practical and include critical appraisal, data manipulation, understanding epidemiological principles and techniques and their application. There will be sessions on various syllabus topics, depending on participant needs.

**This course is aimed at:** Public health practitioners and trainees wishing to take their Part A exam. This can be for those on the FPH training programme or those who wish to take the examination for a professional qualification.

For further information on the next course please visit the PHAST website.

- “ The course has been refined over many years to increase the likelihood that you will pass the Part A exam. Seminars with experienced experts in public health practice and training with special knowledge of the exam enable you to:
- Plan and carry out your revision in an effective and efficient way.
  - Provide essential teaching notes, reference resources and conceptual models.
  - Refresh your knowledge of the main areas of the syllabus.
  - Practice key skills such as critical appraisal, data manipulation and writing styles.
  - Improve your exam technique so as to optimise your performance on the day.
  - Get individual feedback and 1 to 1s where necessary. ”

*David Lawrence, Consultant in Public Health and Part A Programme Director*

## Health Economics (an introduction)

### Full day workshop

Health economics provides a helpful decision-making framework and key information for public health staff involved in health investment decisions. The one day workshop will cover multiple aspects of Health Economics including:

- Economics perspective & principles
- Costs & benefits
- Efficiency
- Equity
- Methods of economic evaluation  
(e.g. cost effectiveness analysis)
- Health economics in public health
- Resource allocation
- Priority setting/investment decision-making

**This course is aimed at:** The public health workforce including, public health practitioners, GP Commissioning Consortia, PCT and Acute Trust staff, GPs, Commissioning Managers, Health Visitors, Midwives, School Nurses, Community Nurses, Environmental Health Practitioners, Police, Fire Brigade, Voluntary Sector.

#### The Learning Outcomes are to:

- De-mystify health economics
- Provide understanding of the key principles and concepts of health economics
- Clarify the relevance of health economics to health investment decisions
- Provide understanding of common relevant health economic methods
- Provide a basic introduction to the application of health economic research, intelligence, & approaches.

“As resources get tighter the need to get the most from what is available is becoming ever more pressing. Health economic knowledge & tools can help make the right decisions to get the most from investments in health & health care, & doesn't need to be as challenging as it sometimes appears.”

*David Murray, PHAST Director*

## Health Impact Assessment

### Full day workshop

An introduction to Health Impact Assessment (HIA) – a one-day course for participants with little or no experience of HIA, and who would like to know a little bit about its uses and methods involved.

**This course is aimed at:** The public health workforce including, public health practitioners, Mental Health Practitioners, GPs, PCT and Acute Trust staff, Health Visitors, Midwives, School Nurses, Community Nurses, Environmental Health Practitioners, Emergency Services staff, Voluntary Sector staff.

#### Learning Outcomes:

- Understand the importance of Health Impact Assessment and how it can be used
- Be aware of the different levels and methods of HIA and learn how and when each of them should be used
- Be aware of some of the different tools available
- Be aware of the importance of stakeholder engagement in HIA

“ Health Impact Assessment (HIA) is increasingly recognised as a tool in evaluating both health services and wider social policies such as transport and planning. With the transfer of public health responsibilities to Local Authorities (in England) HIA will prove a useful tool for measuring health impact of local authority strategies and policies, including implementing Marmot.

HIA is also being modified and used either as an equality and equity tool (Health inequality impact assessment) or as an integrated tool (Integrated Impact Assessment) alongside economic, environmental and social impact assessment.

And wider still it is being modified for 'wellbeing' and for mental wellbeing. Mental Well-being Impact Assessment (MWIA) is cited in the *Delivering Better Mental Health Outcomes* document, which accompanies the new Mental Health Strategy, as a useful tool that can support local strategies, services and projects to maximise their impact on well-being across sectors ([http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_123737](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_123737)). ”

*Sue Atkinson, PHAST Chair and author of Institutionalising Health Impact Assessment as a public health tool for increasing synergy between policies in other areas. (Mindell J, Bowan C, Herriot N, Findlay G, Atkinson S. 2009. Public Health. Elsevier) and other HIA texts.*

## Health: Everyone's Business Are you ready for Public Health?

Local Government has a rich history of public health leadership and recent policy developments in *Healthy Lives Healthy People* have again placed it at the centre of public health delivery. We have been successful in equipping Local Authorities to harness their potential to improve population health and reduce health inequalities through their core functions. The *Health: Everyone's Business* training programme targets senior managers across directorates so that they become public health 'champions' in their current and future roles. The style of the sessions is inclusive and interactive, and encourages participants to discover the connections between their roles in the Local Authority and people's health.

PHAST can also provide a 'Train the trainer' package to equip public health professionals to deliver *Health: Everyone's Business* in their local area.

**Learning Aims and Objectives:** Participants will:

- Gain the knowledge, skills and language to promote health within key Council roles
- Understand the healthcare landscape and NHS commissioning
- Explore *The Marmot Review* and other sources of evidence to gain an understanding of upstream and wider determinants of health and wellbeing and appreciate the Council's role in building healthy, sustainable communities
- Understand that health is a commodity that is not evenly distributed within our communities
- Be able to differentiate between health, wellbeing and illness and to explore positive concepts of mental and physical health
- Have explored myths about mental illness
- Have examined opportunities in the workplace to promote health
- Understand how to assess impacts of Local Authority policy on the health of the population
- Have explored within their Council roles, opportunities to improve health outcomes
- Have initiated, planned and presented a project to demonstrate positive health impacts within the context of their roles.

Tutors from a range of national and local organisations will lead highly interactive sessions. Our experiential approach means that participants apply their knowledge and skills to a practical piece of work that builds public health capacity within the organisation. The course culminates in a showcase event to present projects to and for Councillors, partner organisations and staff.

## Health: Everyone's Business in Action Past Course Examples

### The specific aims of the HEB course were:

- To provide participants with the knowledge, skills and language to promote health within key Council roles;
- To develop a core group of public health champions working in key decision-making roles across Council functions.

A retrospective evaluation in 2008 by Simey 2008\* found that "participants acquired and retained the knowledge, skills and language to promote health through the course, and there was clear evidence that all had worked in key decision-making roles to promote health. Participants had been fully supported in developing their health role while on the course, but it appeared that there was also a need to provide ongoing tailored support once the course had finished...Overall, the course had been an excellent way to develop a core group of public health champions within different directorates of Greenwich Council."

“I'm a lot more equipped to talk about health...would definitely say it gave me the confidence to promote health across all sorts of issues.”

“The opportunities [to promote health] always present themselves. I exploit these to the full.”

*Health: Everyone's Business Graduates*

\*Simey P. Evaluation of long term impacts of Health, Everyone's Business course 2006/07



## www.HealthKnowledge.org.uk

### What is it?

HealthKnowledge was initially created to support the revision process for Public Health Specialist Registrars and Multidisciplinary Specialists, who were taking the Faculty of Public Health Medicine Diploma and Part 1 Membership Examination...but it has now changed dramatically into an holistic public health learning platform.

In 2005 HealthKnowledge became an integral part of the Department of Health's 'Informing Healthier Choices' strategy, resulting in a fully developed learning forum, using different types of learning styles. It supports the continuing and professional development of those working in the fields of health and social care, voluntary organisations and others who wish to increase their public health skills by providing fast and easy access to quality learning materials.

### What does it contain?

The ethos of the site is to have access to all, the copyright agreements for current modules are based on this premise. Copyright remains with the authors who agree permission for the use of their materials on the HK site. Some parts of the site currently require registration to allow access to all the learning materials and tutor notes.

The site provides:

- An online **public health textbook** organised in relation to the Faculty of Public Health Part A syllabus, but also of benefit to anyone aiming to increase their public health competencies.
- **E-learning** modules based on the public health textbook at 2 different levels: practitioner and specialist, with multiple choice questions and feedback on the correct answers.
- A range of **interactive learning modules** in the form of audio podcasts with animated graphics and supporting video components, Q&As as well as further resources.
- **Teaching** resources with PowerPoint slides, workbooks, and teacher notes.

“ I used the module with students doing the Doctorate in Public Health and it gave them a very clear understanding of all the key concepts, it is an excellent teaching resource. The students just loved it. ”

*User, unsolicited testimonial, 2010*

## The online learning resource for all those wishing to increase their public health skills

“ Really clear and informative. I wanted to commend you on putting such a useful resource together. ”

*User, unsolicited testimonial, 2010*

### Who is it for?

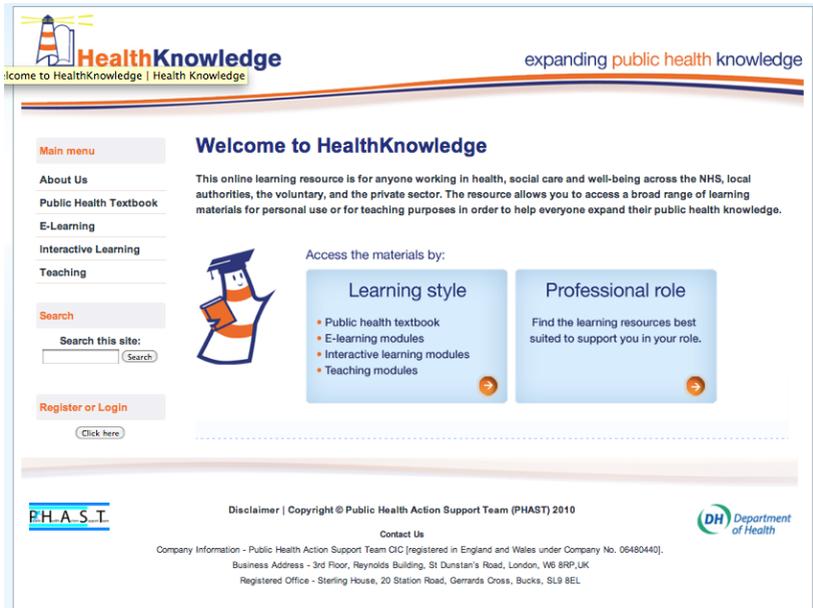
HealthKnowledge is a dedicated resource created for anyone working in health, social care and well-being across the NHS, local authorities, the voluntary, and the private sector.

### How can it help you?

HealthKnowledge is a ‘one stop shop’ that will provide you with all the public health learning materials, whatever your current competency. You will also find more generic management subjects to support the ‘whole person’.

### How can you help us?

HealthKnowledge is continually being improved, and we are keen to hear your views. You can get in touch with us by visiting the website and sending us your feedback.



The screenshot shows the HealthKnowledge website homepage. At the top, there is a navigation bar with the PHAST logo on the left and the text 'expanding public health knowledge' on the right. Below the navigation bar, the main content area is titled 'Welcome to HealthKnowledge'. On the left side, there is a 'Main menu' with links to 'About Us', 'Public Health Textbook', 'E-Learning', 'Interactive Learning', and 'Teaching'. Below the menu is a search box with the text 'Search this site:' and a search button. At the bottom left, there is a 'Register or Login' button with a 'Click here' link. The main content area features a large heading 'Welcome to HealthKnowledge' followed by a paragraph describing the resource. To the right of this text is a 'Search' icon. Below the main heading, there are two boxes: 'Access the materials by:' which lists 'Learning style' (Public health textbook, E-learning modules, Interactive learning modules, Teaching modules) and 'Professional role' (Find the learning resources best suited to support you in your role.). At the bottom of the page, there is a footer with the PHAST logo, a disclaimer, contact information, and the Department of Health logo.

## Health Services Planning in a GP Consortia Commissioning Environment

### **Do you know how to do NHS Commissioning & Planning?**

The NHS needs to produce the most health benefit from limited resources in a context of increasing demand. This series of workshops provides essential knowledge and skills for the technical aspects of demand and performance management.

### **Who should attend?**

These workshops are relevant to a wide range of NHS and Local Authority staff including GP's, medical and non medical directors and managers, public health specialists and health information analysts.

### **Learning Objectives:**

- Understand how to commission and plan health care
- Be able to differentiate the relationship between need, demand, health care activity and outcomes in healthcare systems
- Understand various analytical techniques for producing commissioning/planning information, and managing demand and performance
- Understand performance measurement: need, demand activity throughput and outcomes, including population specific rates and healthcare facility specific rates
- Be aware of the issues in GP led commissioning
- Be able to apply some of these techniques in case studies in managing demand and performance
- Understand what demand and performance management can and cannot achieve
- Appreciate decision making processes in a complex group and the role of principles and ethics
- Understand how to approach health care priority setting (rationing)
- Understand the under-pinning concepts of health economics, information and evidence on costs and benefit

## **Health Services Planning**

Full day workshop

In this workshop we will examine the relation between need, demand, service activity and outcomes. We will use practical examples, exercises and case studies to illustrate central themes. We will also look at the consequences of making specific changes in health services, setting strategic priorities and making investment decisions. We will be anticipating the actual reality of planned service changes on patients and service activity, key clinical and patient outcomes.

## **Making Difficult Group Decisions**

Half day workshop

This session looks at how groups make decisions and upon what to base a decision. We will explore underpinning values and principles in the NHS, and how to apply them in commissioning. We will look at an ethical decision making tool that aims to increase satisfaction and feelings of fairness and justice among patients, clinicians and commissioners.

## **Maximising Patient Care Within Available Resources**

Half day workshop

This workshop explores the principles and practice of investment decision-making or priority setting to maximise population health within available resources. Using practical methods of applying priority setting frameworks and criteria.

## Improving Capacity and Capability across a diverse public health workforce

Further to the development of the Public Health Skills and Career Framework, (more information available from PHRU, [http://www.phru.nhs.uk/Pages/PHD/public\\_health\\_career\\_framework.htm](http://www.phru.nhs.uk/Pages/PHD/public_health_career_framework.htm)) which describes the skill and knowledge needed within the public health workforce. These Interactive Learning modules have been developed in response to the strongly expressed need for a mechanism that facilitates collaboration and coherence across this diverse workforce, in order to maximise their collective contribution and underpin the influence of public health in the UK. The public health skills and career framework provides this by helping to ensure rigour and consistency of skills, competence and knowledge at all levels, regardless of professional background, and through enabling flexible public health career progression.

PHAST wishes to offer the opportunity for the public health workforce to attend five interactive learning modules that make up the component part of the skills identified:

- Leadership and Management to improve population health and wellbeing (page 21)
- Policy and Strategy Development and implementation to improve population health and wellbeing (page 21)
- Collaborative working to improve population health and wellbeing (page 22)
- Prioritisation and Performance Management (page 22)
- Getting the message across (page 22)

**This series of workshops meets all aspects of the CMO's 3 tiered approach and is aimed at Wider public health, Community public health, Public Health Specialists, GP's, Practice Workers and Commissioning Managers.**

**Style:** This interactive series of workshops consists of discussions, group work and individual exercises. Participants will work through case studies and scenarios and discuss how these can be applied to their everyday working practice. Downloadable workbooks are also available to enable participants to continue their development after the workshop.

**These workshops form a series of five interactive learning modules that make up the component part of the skills identified. While each workshop can be taken on its own, it is recommended that all five workshops are undertaken.**

## Leadership and Management to improve population health and wellbeing

Full day workshop

**In an interactive learning environment delegates will:**

- Understand the different models/styles and principles of leadership, the strengths and weaknesses of each, when they should be used and their potential use in improving population health and wellbeing
- Understand the difference between leadership and management
- Understand the concepts of team building and the different skills brought by different members of the team
- Understand different management principles and skills and their application.
- Understand and be able to put into practice management models and theories associated with motivation and leadership
- Be able to identify and understand the frameworks and tools that support management of change
- Be aware of the drivers and levers of change

## Policy and Strategy Development to improve population health and wellbeing

Full day workshop

**In an interactive learning environment delegates will cover the following:**

### **Policy in context**

- The importance and impact of public policy and legislation on health and wellbeing at individual, local, national and global levels
- The major government policies related to health and wellbeing, health inequalities and their interconnections
- The strategic context of policy development
- The political environment in which own organisation is set and how this affects its policy and strategy

### **Policy in development**

- The process of policy development and its complexities
- The variety of tools that can be used to aid strategic decision making and planning
- The different methods to assess the impact of policies on health and wellbeing
- The concepts of power, interest and ideology in policy development

### **Policy communication**

- How to communicate and implement policy and strategy to improve the population's health and wellbeing

## Collaborative working to improve population health and wellbeing

### Full day workshop

#### In an interactive learning environment delegates will:

- Understand the importance of negotiation and influencing skills and their application in bringing about change, particularly in a multi-agency environment
- Understand how your interactions and behaviour impact on others
- Understand the principles and methods of partnership working and the benefits which collaboration can bring
- Understand how different organisational cultures can influence the outcomes of collaborative work
- Understand the roles that different organisations, agencies, individuals and professionals play and the influence they may have on health and health inequalities

## Prioritisation and Performance Management

### Full day workshop

Current trends will be established and how these impact upon participants job roles. Focus will be placed upon the Organisation Success Cycle and creating a vision for your area of the organisation. The importance of Performance Management within the NHS will be explored and its links to funding, competencies and creating a Learning and Development Environment.

#### In an interactive learning environment delegates will:

- Understand how to design and implement performance management
- Understand the principles of prioritisation and resource allocation
- Understand the principles of reflective practice

## Getting the Message across

### Full day workshop

Participants will establish their own objectives before investigating the role and objectives of marketing and different communication roles. The process of creating a communications strategy will be established and likely responses from key stakeholders will be mapped. The key messages to convey within health promotion and as well as how to effectively put your message across and respond to questions will also be discussed.

#### In an interactive learning environment delegates will:

- Understand effective communication techniques
- Knowledge of how to present material using styles and techniques appropriate for a range of audiences
- Understand the effect that the media has on public perception, investment and decision making

“ These five Interactive Learning Modules aim to provide expertise for public health staff, whatever their discipline and wherever they work, to become well-trained and expert in their field. They have been designed with a commitment to developing and maintaining that expertise, using an evidence-based approach to practice, thereby ensuring there is a competent local multi-disciplinary public health workforce, with strong professional leadership at its heart.

These modules are embedded within an interactive public health knowledge framework that offers appropriate levels of capacity and capability. The modules underpin the Government’s new approach for local public health professionals to be able to empower individuals to make healthy choices and give communities the tools to address their own particular needs.

Within these five modules, a strategic learning focus aims to strengthen management training and develop the scope to clarify how streamlining planning policy can align social, economic, environmental and health priorities into one place as well as influencing policy outcomes. A collaborative learning focus aims to underpin the Government’s requirement to encourage partnership working with opportunities for providers from all sectors to develop their own locally agreed partnership arrangements. A resourced-based learning focus recognises the new developments for ring-fenced budgets, enhanced freedoms and responsibilities for local government, the development of pooled-budget arrangements as well as the need for running-cost reductions and efficiency gains. A focus on effective and appropriate communication techniques is seen as paramount within the public health field, where public health professionals must be prepared to respond to a wide range of communication demands. These skills aim to support the development of cross-sectoral interventions, ensuring that those who need information have easy access to it.”

*Sally Markwell, Consultant in Public Health Training and Partnership Development*

**For further information on the five interactive learning modules listed above, including context, structure and style see page 20.**

## Leading Change: Are you ready to manage the Transition?



Do you have to:

- Lead Initiatives?
- Lead Transition Processes?
- Lead and Manage Change?

We have developed a series of workshops and modules in association with Rhema and the university of Greenwich, that will enable participants to enhance their skills and learn how to lead and manage effectively.

- **Understanding Self : Understanding Others**
- **Managing Change : Managing People**
- **Teams and Team-Building, Team Dynamics, Team Effectiveness**
- **Managing and Leading Projects, Partnership Working**
- **Understanding Stakeholders and Stakeholder Requirements**
- **Effective problem-solving**
- **Leadership, Leadership Styles and Practice, Leading with & without Authority**

These modules/workshops are relevant to a wide range of NHS and Local Authority Staff and will:

- have a strong focus on understanding and meeting the challenges of leading and managing effectively in organisations with a high level of structural change
- help participants to develop their leadership, influencing and implementation skills and
- provide coaching support to develop leadership competencies in the workplace.

## Producing an effective Joint Strategic Needs Assessment (JSNA)

### Full day workshop

Health Needs Assessment is defined as ‘the systematic method of identifying unmet health and health care needs of a population, and making changes to meet those unmet needs’ (Wright, Williams & Wilkinson, 1998). Recent Government policy has broadened the concept to describe a more broadly-based assessment of population needs which identifies current and future health and wellbeing needs in light of existing services, informing future service planning and taking into account evidence of effectiveness. Joint Strategic Needs Assessment therefore goes beyond health services, necessitating a collaborative approach to data collection, synthesis and analysis across whole populations.

An effective JSNA is one that is an indispensable reference for commissioners of healthcare, children’s services and adult’s services, and has taken account of the wealth of quantitative and qualitative data available in a local area. Its findings have been tested with those who work ‘on the ground’ in public sector and in community and voluntary sector services.

**Style:** This workshop introduces basic concepts of health needs assessment, using exercises and case studies to illustrate central themes.

**This course is aimed at:** Data analysts, public health practitioners, GPs and GP commissioners, acute trust staff, social care staff, education staff, local authority staff, health visitors, midwives, school nurses, community nurses, police, fire services, third sector.

**Learning Outcomes:** Greater awareness and understanding of:

- How needs are perceived differently by different people
- How we measure patterns of need
- How we get the information that we need
- Sources and different types of data
- Translating need into equitable service provision
- Assessing effectiveness
- Thinking ‘outside the box’ to learn more about populations
- Pitfalls in interpretation
- JSNA in the commissioning cycle
- Best practice in JSNA

## Patient Reported Outcome Measures

### Full day workshop

Both nationally and internationally there has been a shift in thinking about what health is and how it is measured. Traditional clinical ways of measuring health and the effects of treatment are increasingly accompanied by, or indeed replaced by, Patient Reported Outcome Measures (PROMs). PROMs can provide you with real world data to help you to understand what is happening in everyday practice and how the condition is managed.

PROMs is a relatively new term to describe the different outcomes obtained directly from the patient. Used increasingly in clinical trials as both primary and secondary endpoints and the NHS e.g. Department of Health's mandatory requirement for collection and use of information derived from PROMs completed by patients undergoing selected NHS funded elective procedures - PROMs can assess the effectiveness of services, treatments and interventions. However, many health professionals are unfamiliar with PROMs in terms of what they are, what they measure and how they can be used. This one-day course will provide delegates with practical guidance on selecting the appropriate PROM, their use and interpretation.

#### Programme Outline:

- What is a PROM and why use them?
- A look at the different types of information we can get from a PROM
- How is a PROM developed? An overview of the key stages in the development of a PROM
- Choosing the right PROM - A review of the selection criteria including practicality, purpose of the study, validity and reliability, feasibility generic versus disease-specific
- PROMs and commissioning - Can PROM data support the commissioning process?
- End-point and Conceptual Model development
- Interpreting and presenting PROM data

**This course is aimed at:** This introductory course is suitable for clinical trialists, researchers, healthcare professionals and commissioners who have limited experience of PROMs and want to gain a greater and practical understanding of what they are and how best they can be used in different health care settings.

**Learning Outcomes:** By the end of the course delegates will be equipped with a practical understanding of the key concepts around what PROMs are, what they measure and why use them. You will also gain greater insight into the different types available, issues of reliability and choosing the appropriate PROM for the study.

## Public Health Awareness Skills Learning Sets

A series of interactive workshops that raise awareness of the need for public health and health services development skills. Helps with issues faced in achieving health improvement and effective services. The programme will introduce you to basic public health by improving understanding of the key domains and exploring the application of skills in practice. All are underpinned by surveillance and monitoring of health and the determinants of health.

**This course is aimed at:** The public health workforce including, Public Health Practitioners, GP Consortia and Commissioning managers, GPs, PCT and Acute Trust staff, Health Visitors, Midwives, School Nurses, Community Nurses, Environmental Health Practitioners, Police, Fire Brigade, Voluntary Sector.

**Style:** Interactive, 'problem orientated', designed to help with issues relevant to participants in achieving health improvement and effective services.

### Half day modules can include:

- Introduction to Public Health
- Introduction to Epidemiology
- Managing/Implementing Change
- Medical Ethics
- Community Development
- Health Impact Assessment
- Health Needs Assessment
- Critical Appraisal
- Partnership Working

### Learning Outcomes:

- Gain the knowledge, skills and language to promote health
- Understand the wider determinants of health and wellbeing and understand that these are commodities that are not evenly distributed within our communities
- Be able to differentiate between health, wellbeing and illness and to explore positive concepts of mental and physical health
- Examine opportunities to promote health in the workplace
- Explore opportunities to improve health outcomes

## Training in Business Skills

The publication of the PH White Paper highlighted an importance for all clinicians and managers to be equipped with a range of business skills required to effectively implement the health sector reforms. PHAST has developed a series of workshops that will support the change in working practice and an increased need for GP Consortia, social enterprises and the wider public health workforce to be familiar with the following areas:

- Strategy and Business Planning (page 28)
- Introduction to Effective Bid Writing (page 29)
- Programme and Project Management (page 30)
- Introduction to Effective Report Writing (page 31)

## Strategy and Business Planning

### Full day workshop

This workshop helps participants understand how to better focus and implement Strategic and Business Planning within the context of NHS and Public Health environments and can be linked with Bid Writing, Project Management and Report Writing workshops.

**Style:** This highly practical workshop offers a combination of learning styles and case studies that will engage participants and help them relate the learning to their work.

**This course is aimed at:** Anyone who develops projects, programmes or work plans.

#### Learning outcomes:

- Understand the fundamentals of strategy and business planning and the importance of its role in effective management in NHS and related environments
- Understand and be able to use/apply a variety of strategic and business planning tools and techniques
- Understand the linkage of organisational and departmental strategy to integrated Business Plans and to the implementation aspects thereof
- Have had hands-on experience of planning a particular programme, projects or initiative

## Introduction to Effective Bid Writing

### Full day workshop

A workshop that provides Bid Writing training, to enable participants to fully understand, and know how to use, a wide variety of tools and techniques to enable effective Bid Writing. This workshop can be linked to the Strategy and Business Planning, Programme & Project Management and Report Writing workshops.

**Style:** Uses a case study to apply a variety of tools and techniques for effective Bid Writing.

**This course is aimed at:** Anyone who is reliant on submitting bids for either total or partial project funding.

#### **Learning Outcomes:**

- Understand the relevance, importance and benefits of the fundamentals of effective Bid Writing
- Understand some of the key tools and techniques of effective Bid Writing and how to use/apply them
- Understand how to structure and succinctly present key data and information in bids and applications for funding in order to maximise the chances of success
- How to 'get inside the minds of' the requirements of various types of grand and fund awarding organisations/bodies in order to improve the chances of success
- Have had hands-on experience of writing a sample bid with an NHS/health related environment

“ Writing effective bids often to tight deadlines takes a lot of skill. If you have to produce bids or sales proposals under pressure, this course is for you. ”

*Jane Silk, MA Marketing Chartered Marketer*

“ The workshop provided a good overall view of bid writing techniques. It will allow me to develop my technique further and provide stimulating contribution to future projects. ”

*Anonymous feedback from course participant, 2010*

## Programme and Project Management

### Full day workshop

An interactive workshop that provides training and enables those attending to fully understand and know how to use variety of Programme and Project Management tools and techniques. The workshop can be linked with the Strategy and Business Planning, Bid Writing and Report Writing workshops.

**Style:** Uses a case study to apply a wide range of Programme and Project Management tools.

**This course is aimed at:** Everyone, as these are skills anyone in every workplace needs.

#### Learning Outcomes:

- Understand the fundamentals of Programme & Project Management, the differences and similarities between them and the organisational benefits of using each
- Understand some of the key tools and techniques used to achieve effective Programme & Project Management and know how to use/apply them in NHS environments
- Understand the key stakeholder aspects of Programme & Project Management and how to meet multi-stakeholder needs
- Understand the importance of teams and effective team working to effective Programme & Project Management
- Have had hands-on experience of planning and implementing a relevant NHS Project or Programme

“ This workshop has been designed to show you how useful the Programme & Project Management (PPM) approach can be in the work environment. To some people it will represent a *new* approach; others will already be using it – many consciously, some almost unconsciously. The component parts of PPM are largely sensible, logical approaches to planning, implementing and managing work; they have been put together over the years to form a structured, disciplined approach to managing *goal-specific* and *time-finite* activities. PPM can be as simple or as sophisticated as you or your organisation want it to be. But there are some core elements that you will need to understand/know how to use. It is these that we seek to cover in this workshop. ”

*Martyn Laycock, Course Facilitator*

## Introduction to Effective Report Writing

### Full day workshop

The course is designed to help participants write clear, concise and comprehensive reports and to evaluate and maintain the quality of their own writing. The workshop can be linked with the Strategy and Business Planning, Bid Writing and Programme and Project Management workshops.

**Style:** Interactive, consisting of discussions, group work and individual exercises. Participants will produce a short report.

**This course is aimed at:** Anyone where report writing is a key component of their job.

#### Learning Objectives

- To enhance the effectiveness of their reports
- To identify the features of a poorly written report and an effective report
- To set objectives and gather information
- To identify the readership, terms of reference, appropriate content and the structure
- To organise their work
- To evaluate the dimensions of style
- To edit and proof read their draft

“ We will help you in creating a well written business report, one of the ways which successful people establish their credibility and clearly communicate their ideas. ”

*Jane Silk, MA Marketing Chartered Marketer*

“ The workshop emphasised the importance of the written brief and to continually think about the audience and how they will read / understand the report. ”

*Anonymous feedback from course participant, 2010*

## Workplace Health

### One or two day course



In collaboration with The Centre for Workplace Health, PHAST is working to improve the health and wellbeing of the workforce. The training fully equips individuals with the skills and expertise to design and develop evidence based programmes within their workplace. The training has a flexible approach which means that it would suit both those with some experience of running a workplace health programme and those who are starting from scratch. It can be delivered as a one day training course or for a more complete programme we advise two days.

#### Day one covers:

- Health and wellbeing in workplace settings
- How to develop a workplace health programme
- How to deliver a workplace health programme
- Next Steps of Action
- Your way to success
- Q&A

#### Learning Outcomes:

- To give a broad understanding of workplace health
- To equip each delegate with guidance and information on how to set up and run a workplace health programme

#### Day two covers:

- Project plan and site audit – what has been done?
- How to evaluate a workplace health programme
- How to develop and expand your programme
- How to turn challenges into success
- How to create sustainability
- Next steps
- Your way to success
- Q&A

#### Learning Outcomes:

- To equip each delegate with guidance and information on how to create sustainability
- To provide practical steps on how to evaluate your workplace health programme.

## Meeting your training needs: Further Available Courses

PHAST can deliver a wide variety of other courses which organisations have identified as useful for their staff. All training courses described throughout the Training Booklet as well as those listed below can be commissioned by an individual organisation to run 'in-house.' If training is required by an organisation for a large group of staff it can become more cost effective to commission a tailored workshop. If you are interested in any of the workshops listed, or have a specific training need, please email [enquiries@phast.org.uk](mailto:enquiries@phast.org.uk).

- Leadership Development (including MBTI and 360' Appraisal)
- Team Building (2 days)
- Behavioral Change
- Performance Management Skills (2 days)
- Performance Appraisal Skills (2 days)
- Counseling Skills / Coaching Skills
- Ethical Decision Making
- Talent Management Skills
- Strategic Thinking & Planning
- High Performance Leadership (2 days)
- Effective Management Skills (2 days)
- Managing Change (2 days)
- Managing Remote Teams (2 days)
- Managing Customer Service (2 days)
- Recruitment Skills (2 days)
- Change Management
- Information & Knowledge Management
- Innovations
- Time Management
- Management & Leadership (regular sessions over 6 months)
- Performance Appraisal Skills
- Leadership for health improvement in Local Government
- Public Health and Public Finance
- E-learning module development

“PHAST provided us with a Board development session on ethical decision making. The session took us through a good overview of theory and principles in decision making and allowed strong group discussion. The session was interesting and enabled people of all backgrounds and knowledge to contribute.”

*Angela McNab, Chief Executive NHS Luton*

## Selected PHAST Trainers

All PHAST courses are delivered by trained professionals with particular skills and knowledge applicable to the course content. All courses are quality assured and are to the highest standard.

### Matthew Almond

Matthew has worked at The Centre for Workplace Health since 2010. Prior to joining The Centre Matthew provided consultancy services to New Leaf, Right Corecare and Vielife as well as providing front line delivery of workplace health programmes to DWP – the largest workplace health project in Europe. He has been involved in research for EUNAPPA, Sport England and The Welsh Assembly.

Matthew is currently working with PHAST to deliver the Workplace Health programme.

### Anthea Cooke

Anthea is a Director of Inukshuk Consultancy whose aim is to support partnerships in achieving their goals to promote health and well-being. She is an Associate of the London Health Observatory (LHO) and of the Oxford Public Health Resource Unit advising on Health Impact Assessment (HIA). Until recently she was a Trustee for Aqua -Terra Leisure – a charity promoting access to leisure and community development.

She co-led, developed and facilitated training on HIA for the LHO and is a visiting trainer for the IMPACT (University of Liverpool) HIA training programme. She has led numerous HIA programmes, ranging from rapid to comprehensive ones. These include New Deal for Communities Delivery Plans, Primary Care Service Provision, Town Centre re-development, Healthy Living Centres and others.

She is a co-consultant working on a project to promote Mental Well-being Impact Assessment (MWIA) funded by the National Mental Health Development Unit (NMH DU). This is a national programme and includes a training element. She co-developed and is a key author of the MWIA toolkit published in 2007 by Care Services Improvement Partnership (CSIP). This toolkit is now being updated and is due for publication by the NMH DU. This unique toolkit has been well received internationally and nationally. For example, she presented MWIA to the Ministry of Health and other government departments in New Zealand. She co-developed and facilitates training and implementation of MWIA, as well as evaluating the process.

Anthea is currently delivering the Health Impact Assessment workshop and her work is published on [hiagateway.org.uk](http://hiagateway.org.uk).

## Eugenia Cronin

Dr Eugenia Cronin is a consultant in public health and former director of public health in North London. She has worked in and around the NHS, local government and academia in England since 1995, and prior to this worked in health service commissioning, alcohol and drug policy and health insurance in Australia. Her PhD is in health services research, specifically primary care mental health. In addition to her role with PHAST, Eugenia is Consultant Advisor to the Health Services Research Board of the National Institute for Health Research. She is a Fellow of the Faculty of Public Health and Royal Society for Public Health, and visiting international fellow to the Australian Primary Health Care Research Institute in Canberra.

Whilst working with Greenwich Council, Eugenia jointly developed the Beacon Award-winning Health: Everyone's Business course, designed for senior staff of local authorities. She currently delivers this for organisations throughout the UK helping them to recognise and act on opportunities to improve population health through their core services. She also delivers population needs assessment training for public health and other professional disciplines. Her consultancy support tends to be in the areas of organisational and leadership development, in the context of a changing public health and public sector environment.

Eugenia is currently delivering the Health: Everyone's Business and the JSNA workshops.

## Charlie Davison

Charlie holds a D. Phil in Cultural Anthropology from the University of Oxford. He has over 20 years experience in service development, research, public consultation, training and facilitation across a wide range of health and social care settings. He is the Principal Researcher on the PEBL (Patient Experience Blogs) patient experience project at NHS West Essex R&D Department and is a Fellow of the School of Health & Human Sciences at the University of Essex. His specialist areas are public engagement, patient experience, healthcare research design and research methods training.

Charlie is currently delivering the Engaging with Local Communities workshop and developing an e-Learning module in Engaging with Local Communities.

## Jeremy Francis

From a background in Training and Development within leading British and American banks in 1982 Jeremy became a self-employed Human Resource Development Consultant working with blue chip corporates including Shell, Kimberly Clarke and Pfizer. He founded Rhema Group in 1985 with the aim of providing customised human resource development solutions through the use of consultancy, instructor led training, coaching, psychometric assessments and online learning and development resources.

Jeremy's main involvement with organisations is at senior management levels in

large and complex projects. These projects have included: creation and roll out of a Strategy for Pharmacists Scotland; Change Management Programme; delivery of Leadership and Change Management Training for the Children, Families and Education Directorate of Kent County Council; a comprehensive review of Defence Training Establishments for the MOD resulting in a paper used at Prime Minister's Question Time as well as many more.

Jeremy is currently delivering modules on the Improving Capacity and Capability across a diverse public health workforce course.

### **Tanya Grand**

Tanya Grand graduated from the University of Saskatchewan in Canada with an undergraduate degree in Exercise and Sport Science and a Masters degree in Health Promotion. Prior to moving to London, Tanya spent 6 years working in public health gaining experience in both the research and public sector settings in positions such as Health Promotion Analyst for the Ministry of Health and Manager of Healthy Schools for the Ministry of Education. Tanya was also involved in the 2010 Olympic and Paralympic Games in Vancouver, BC. In the UK, Tanya continued her career in public health at NHS Kensington and Chelsea as the Public Health Development Manager and is now working as an independent consultant delivering public health training courses in London.

Tanya is currently delivering on The Art and Science of Behaviour Change: Nudging People Towards Better Health.

### **David Lawrence**

David is a Senior Consultant in Public Health with much experience in various specialised fields of public health, notably health informatics, health needs assessment, commissioning (especially ophthalmology services), whole systems planning, training in public health and academic public health-research and teaching. David has a record of imaginative innovation and successful implementation of a variety of healthcare planning projects, both in development and implementation. He has led a project for PHAST, which delivered a series of Web-based interactive prevalence models of eye care for a consortium of optometry organisations, with the support of the Royal College of Ophthalmologists.

David is a Cochrane Library Systematic Review author (Ophthalmology), Cochrane Eye Group reviewer and the public health lead on the North West London Ophthalmology Clinical Network.

As an honorary senior lecturer in health services research at the London School of Hygiene and Tropical Medicine, where he is active in research, teaching and university policy and curriculum development. David uses knowledge and skills from research experience to provide evidence-based public health practice and passes this on through teaching and training. David also peer-reviews for several journals,

including the Journal of Health Services Research and Policy, 'Public Health' and 'Eye.'

David is the FPH Part A Revision Course Director. He delivers the Health Services Planning in a GP Consortia Environment and several other PHAST training programmes.

## Sally Markwell

Sally is a recognised specialist within the field of public health and multi-sectoral partnership development and over the last 15 years has offered a variety of consultancies and academic training to local, national and international organisations within local government, the NHS and universities. She is currently Director of Partnerwell, which offers bespoke training and support to a wide range of organizations within the public and not-for-profit sectors focusing upon public health policy, partnership and programme development.

Previous consultancies with the Health Development Agency, Welsh Assembly Government and La Trobe University Melbourne have led to the design and publication of a range of guides, toolkits and workbooks supporting policy development, collaborative working and action research. Recent clients include: Department of Health, PHAST, South Central SHA, NHS Lambeth, NHS Tower Hamlets and University of Southampton. Sally currently works as an Associate Lecturer in Public Health in the School of Health and Social Care at Oxford Brookes University.

Sally is currently delivering modules on the Improving Capacity and Capability across a diverse public health workforce course.

## Les Mayhew

Les is Professor of Statistics at Cass Business School, Faculty of Actuarial Sciences and Insurance. He is a former senior civil servant and graduate of the Government's Top Management Programme, with nearly 20 years of experience working across Government Departments. He is a long-standing Associate Research Scholar at the International Institute for Applied Systems Analysis (IIASA), Vienna, one of the top research centers for demography and ageing in the world, to which he was seconded by the Royal Society between 1980 and 1982. He is a former Director of Operational Research in the DSS, a Fellow of the Faculty of Public Health and Honorary Fellow of Institute of Actuaries.

His international experience includes spells at the Department for Mathematics at the University of Newcastle, New South Wales, and at the Institute for Social and Economic Research (IRES) in Turin, Italy. He has also undertaken research assignments on pensions and health care in Russia, China, Japan and Australia. His research interests include adult social care, hospital admission avoidance, health prevention, health care expenditure, pension demography and the use of local administrative data for estimating populations and planning services.

Les is currently delivering on the Health Services Planning in a GP Consortia Environment.

### Keith Meadows

Keith has held a number of senior academic and UK NHS research positions undertaking consultancy and research with the pharmaceutical industry and universities both in the UK and across much of Europe. Prior to setting up DHP Research & Consultancy, Keith was Associate Director of the North East London Consortium for Research & Development (NELCRAD) where he was responsible for strategy development, capacity building and increasing primary care research across east London. Keith has a PhD in Psychology from the University of London and lectures at undergraduate and post graduate levels on questionnaire design and quality of life at the University of Brighton, Queen Mary College, University of London and City University. Keith has published widely as well as presented papers at major conferences. Keith's specialist areas include, patient reported outcome measurement, psychological aspects of living with diabetes, Health-Related Quality of Life (HRQoL) patient experience, research design and training in research methods. Keith is also an Associate of the Market Research Society.

Keith is currently delivering the Patient Reported Outcome Measures workshop and developing e-Learning in PROM's and Nursing CPD modules.

### David Murray

David is an Operational Director for PHAST. He specialises in public health intelligence/analysis, health economics, health technology appraisal, evaluation of health services & programmes, and project management. He is an honorary senior lecturer at Imperial College London and is head of Monitoring and Evaluation for Right to Sight, an eye care charity working in Africa. David has 18 years public health experience working in NHS Health Authorities, PCG's, PCT's, at the National Institute for Clinical Excellence (NICE), and is an independent consultant.

David is currently delivering the Health Services Planning module: Maximising patient care within available resources and the Introduction to Health Economics workshop.

### Jane Silk

Jane is a qualified senior marketing professional who has worked in marketing and branding for over 20 years. Before running her own company she was senior brand manager at Lloyds TSB Group; working on the launch of the brand following the Lloyds Bank and TSB merger and its wider group brands. She has been a marketing and brand consultant for national portfolios, including Scottish Widows, Cheltenham & Gloucester, Boots, Marks & Spencer, Mercedes Benz, Daimler Chrysler, Toyota, Kawasaki, Sainsbury's, Thomson Holidays, Bourne Leisure Group, Barclays Stockbrokers, the Tourist Board and Transport 2000.

Jane has directed and developed successful teams to deliver strategic business plans, with a strong focus on managing the impact of brand communications and change management for employees and customers. She has a wide ranging experience in strategic project management, training, coaching and focus group facilitation.

Jane is currently delivering the Introduction to Effective Bid Writing and the Introduction to Effective Report Writing workshops.

### **Sarah Spencer-Bowdage**

Sarah has worked at The Centre for Workplace Health since 2007, project coordinating Activate your Workplace and project managing WorksWell Harrow. Prior to joining the Centre for Workplace Health, Sarah worked as an NHS smoking cessation facilitator and an assistant psychologist in the NHS pain management unit. She is interested in behaviour change and managing chronic illness in the workplace. She is a trainer for Royal Society of Public Health, level 2 Understanding Health Improvement training and level 1, health awareness training.

Sarah is currently working with PHAST to deliver the Workplace Health programme.

This list is only a selection of our current trainers and more information can be obtained from our website, [www.phast.org.uk](http://www.phast.org.uk).

### **PHAST Associates**

All PHAST courses are delivered by trained professionals with particular skills and knowledge applicable to the course content.

All courses are quality assured and are to the highest standard.

We are always looking for new Associates to help us deliver the many and varied courses we are asked to organise.

If you feel this may be something you are interested in, please contact PHAST on [enquiries@phast.org.uk](mailto:enquiries@phast.org.uk) for further details.

PHAST also undertakes commissioned health service and public health projects with both large and small organisations. Please visit our website for more information.



Community Interest Company : A Social Enterprise Organisation

Public Health Action Support Team CIC  
A Social Enterprise Organisation and Community Interest Company

Professional Public Health Consultancy Services

Telephone: [020 3479 5250](tel:02034795250)

E-mail: [enquiries@phast.org.uk](mailto:enquiries@phast.org.uk)

Website: [www.phast.org.uk](http://www.phast.org.uk)

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Community Interest Company - English Company Registered No: 06480440 E & OE

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