




# MANAGING PERFORMANCE & POOR PERFORMANCE

EXCEPTIONAL TRAINING DESIGNED TO CREATE EXCEPTIONAL PEOPLE



PASSIONATE ABOUT PEOPLE, PERFORMANCE & HEALTH



"No matter how good  
the systems are...  
...healthcare can ONLY  
be truly successful  
through it's people"

# Managing Performance & Poor Performance

CPD Points: 5, This is a 1 day course

## Introduction

An action-packed day designed to boost your ability to generate effective performance through people, irrespective of environment. We start with an in depth look at organisational performance and its key determinants, moving on to examine the fundamentals of motivation as well as how to manage poor performance both at an individual level and organisationally. This is a very powerful course that allows you to competently handle poor performance issues in a positive way, whilst creating an environment where good strong performance is the norm.

## Programme Elements

### CREATING GREAT PERFORMANCE

- Defining organisational & individual performance
- Performance at the individual, team & organisational level
- Determinants of & strategies for superior performance
- Leadership style & qualities for superior performance
- Motivating people to effective performance
- Keeping performance high in the current climate
- Performance enhancement through vision
- Goals & objectives that drive performance
- Ensuring solid performance from doctors in training or bank staff
- Creating high performance environments
- Celebration of superior performance

### MANAGING POOR PERFORMANCE

- Defining poor performance in organisational terms
- Identifying & resolving blocks to performance
- Framework for managing poor performance
- Communication skills necessary when giving poor performance feedback
- Handling poor performance scenarios, including:
  - Rectifying poor performance in junior doctors
  - Under-performing junior doctors
  - Colleagues not pulling their weight
- Managing organisationally-originated performance blocks
- Ensuring legal compliance in poor performance issues
- Avoiding employment litigation
- Question & Answer Session

## How Will I Benefit From This Course?

- Define and analyse performance in your context
- Understand what influences performance
- Develop effective strategies to improve performance
- Determine & rectify blocks to performance
- Set up & run effective performance mentoring
- Motivate staff to perform effectively
- Boost energy, commitment & engagement
- Rectify performance issues with junior doctors
- Deal competently with difficult performance issues

## Course Details:

**CPD Points:** 5

**Duration:** 1 day

**Registration Time:** 09:15

**Start Time:** 09:45

**Finish Time:** 16:15

**Maximum Delegates:** 25

**Format:** Meeting room based course

**Dress Code:** Comfortable and relaxed, rather than formal

### Accommodation Arrangements:

Accommodation is not included.

**Course Fees:** £249 +VAT


**Early Bird Fees:** £215 +VAT

The early bird rate applies to bookings received more than 56 days before the course date.

### Included In The Registration Fee:

Registration is fully inclusive of attendance, all refreshments, a light sandwich lunch or similar and all materials used on the course.





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## Course Type & Teaching Methods

The Medicology approach consists of an effective balance of practical skills with solid academic underpinnings. Your course will have an appropriate reliance on slide presentation, backed up with case studies, discussion exercises, group work, individual exercises and examples. We do not utilise role play. The emphasis is on creating a stimulating, fun, interactive environment that helps you enjoy the journey whilst ensuring you gain the necessary practical application of your new found abilities.

## Target Audience

This course is aimed at anyone in a position of influence over staff who has a responsibility for delivering performance. Suitable for Board Members right down to those in their first supervisory role.

## Course Accreditation/CPD

Medicology courses are accredited through the CPD Certification Service at a level of 5 points per day, meaning that we have undergone formal assessment to ensure that our courses overall, course content, trainers and how we approach learning are of the highest standards. The CPD Certification Service is used by a variety of healthcare providers such as Health Service Journal Conferences, as a robust quality assurance system.

## Course Options

### Open Course, Single Attendee

Open courses are the perfect solution to gain essential learning as an individual but with the benefit of being able to interact with professional colleagues too.

### In-House/ Bespoke

Bringing us in-house allows you to tailor programmes to specific local requirements or challenges, whilst lowering the cost of training by reducing travel and benefiting from a lower cost per person in fees.

### Partnership Programme

Smaller groups or departments with limited budgets can now benefit from bringing any of our open programmes to your location at a fraction of the cost of attending open courses by allowing us to invite other health professionals to fill the spare capacity.

## How To Book

### Phone:

You can book over the phone by calling 01332 821260


### Online:

Find the course you wish to book onto via our website and select the date and location that suits you.

### Post:

Fill out the registration form at the back of this brochure and post it back to -  
Registrations, Medicology Ltd, Charlton House, Riverside Park, Raynesway, Derby, DE21 7BF





*Specific, relevant  
and highly  
cost-effective*

# In-House Training Solutions

Tailored solutions delivered in your workplace

## State Of The Art Approach

The benefit of the in-house solution is that we can table your issues as part of the programme, ensuring that we help you overcome the specific challenges that you are facing. As human performance specialists, we bring extensive knowledge and insight into healthcare challenges involving people, coupled with a highly effective developmental approach designed to equip you and your colleagues to overcome whatever our healthcare environment throws at us.

## How Can You Trust Us To Deliver?

Firstly, we approach every programme with the same passion, whether it is a single day or an extensive programme for a large number of people. However, rather than take our word for it, consider the following:

- Review the testimonials, in here, online or ask for more if you'd like them
- See how we handle your enquiry. Are we professional? Do you feel informed? Is it clear that we understand your issues?
- If we do run a programme and we get it wrong for you - you can have your money back! (yes, a 100% money-back guarantee)

We know that we won't be asked back if we get it wrong for you and we do like to be asked back! However, even though our intentions are obviously positive, you need the reassurance that if we don't get it right then you haven't wasted your budget. Our 100% money-back guarantee on in-house training is quibble free. In our eyes we either delivered, or we didn't. It's that simple!

## Trust And Insight

Medicology has run literally hundreds of days in all types of NHS organisations from single departments to whole organisations, Acute Trusts, PCTs, medical schools, SHAs and more. Already in we have worked for:

- NHS London, at the heart of the current NHS change agenda
- Welsh Assembly, with sole responsibility for their Wales-wide leadership programme for Hospital-at-Night teams

Important groups trust us because we have the right insight, a passion for improvement and we deliver the results people expect

## How Much Does It Cost?

Each programme is relatively unique but our pricing structure is very transparent. Typically a one-day programme costs around £1,650 + VAT + expenses, depending on the degree of tailoring, the distance to travel (yes, you will pay more for Stornaway, sorry!) and the overall complexity. We'd be happy to provide a detailed quotation.

## Added Value


Medicology have state of the art event management systems and we make these available to you as part of the process. This saves time, makes you look professional and delivers considerable added value:

- Your participants can register directly on our system, automating all of the admin functions from joining instructions to badges
- We provide you with beautiful PDF posters or brochures at no extra cost (we want your event to be successful)
- Once you have a venue, we take over the full management role, leaving you free to do the day job

## Taking This Forward

Drop an email to our Medical Director, Dr Sara Watkin, at [sara@medicology.co.uk](mailto:sara@medicology.co.uk) or call the office on 01332 821260 and ask for Nick.





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# Partnership Programme

Potentially The Lowest Cost Of Training Available Anywhere

## What Is It, Really?

If there's a few of you, say 5 or more, who would benefit from this training, then we have an innovative solution that is a stroke of pure brilliance (even if we say so ourselves). Our Partnership Programme can deliver the lowest training cost per head in the industry without cutting a single corner. It's a bit like having your own bespoke course, run at your location but with the benefit of wider NHS colleagues using the spare capacity and reducing the overall cost to you, possibly even to zero!

## How Does This Work?

It's simple really. Say you have 7 individuals who need a specific course, perhaps Time Management. Normally that would cost at least £199 + VAT per person plus their travel too, reaching a total cost of somewhere between £1,400 and £2,000+ excluding VAT for the whole group. With Partnership Programme though:

- You choose an open programme that you'd like to bring in-house
- Between us we choose a suitable date & venue e.g. Postgraduate Centre
- We create a special course web page for internal participants to register through
- Each person registers at £150 + VAT (wait though, because they get a rebate too)
- We place the course date in our open programme, marketing it to other NHS staff
- Each external person who registers provides a £100 contribution to your costs
- Afterwards, we reconcile income, catering, trainer expenses and any incidentals
- We provide a rebate from the external participant income

## How Much Does It Really Cost?

It depends on the number of external participants but let's say there are also 7 of these in the above case, that catering costs £12 per head and the trainer's mileage costs £50. Our reconciliation would look like this:

$$(7 \times £150) + (15 \times £12) + (£50) - (7 \times £100) = £580 \text{ net cost or } £83 \text{ per internal person}$$

Ask and we'll write a specific proposal for you, based on your exact requirements.

## Ensuring It Is Successful

The Medicology team are experienced in the factors that contribute to event success and take responsibility for this, including:


- Helping you select the right course based on needs and popularity
- Ensuring you allow long enough for us to obtain further delegates
- Siting the course in a convenient, accessible location
- Avoiding competition between your course and others
- Providing you with high quality materials to help publicise the event internally

It means your work is limited to deciding on a date, booking the post grad centre and sending a quick email to your internal colleagues. We do everything else because that's our job!

## Taking This forward

Drop an email to our Head of Partnership Programmes, Nick Hall, at [nick@medicology.co.uk](mailto:nick@medicology.co.uk) or call the office on 01332 821260 and ask for him.





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# Who Are Medicology?

## Healthcare-Dedicated People Specialists

### About Us

Whether you are seeking to develop yourself, a team, a board, a department or a whole organisation, you are about to discover a highly committed group of professionals entirely devoted to your success through human performance in the healthcare sector. We specialise in the foremost cornerstone of organisational effectiveness; people and how they work together.

### Our Core Areas Of Expertise Are:

- Leadership development
- Management development
- Personal development
- Consultancy services specifically around resolving people issues

Medicology isn't new and although we are extremely committed to each and every individual we engage with, we aren't small either. We run over 200 days of open training per annum and a considerable amount of bespoke programmes too. We are trusted by some of the foremost healthcare organisations in the UK, such as NHS London (SHA) and the Welsh Assembly (running their country-wide Hospital-at-Night Leadership Programme). The breadth and depth of our work ensures we are always current with the NHS change agenda, Darzi, Carruthers and the raft of issues that occur in operational healthcare. You'll find us insightful, positive and solution-orientated. We are very passionate about what we do, reflected throughout the organisation.

### Some Useful Information

- Course numbers tend to range from 10 to 20 persons on average – always low, never crammed in
- We utilise a full range of approaches including formal presentations, case studies, individual & group exercises, discussions and brainstorming, as well as live projects in an interactive, fun and engaging way
- We don't use role play and we believe that learning should be non-threatening

### Meet The Team

To reassure you, our training team is entirely employed by Medicology, not freelancers, so that we can ensure a consistent approach, a quality result and the same passion irrespective of who delivers.

#### Andrew Vincent DipM MCIM DMS - Managing Director & Lead Consultant/ Trainer

Andrew has a senior management background across healthcare encompassing pharmaceuticals, biotechnology, medical devices and training! An energetic leadership, management & personal performance specialist, his particular fortes include leadership development for senior health service staff, including consultants, clinical directors & boards, management development across all levels of health service staff, with an emphasis on alignment with key organisational goals and resolving complex challenges, including low morale, significant change, disengagement, conflict, clinical/managerial divides, inertia and crises.


#### Sara Watkin MD MBChB FRCPC - Medical Director

Sara's healthcare experience spans 20 years encompassing tertiary care, secondary care, primary care and managed clinical network level. This gives rise to enormous insight into the healthcare environment, the current reconfiguration agenda and increasing emphasis on clinical quality & safety. As Consultant Neonatologist for 12 years and Clinical Director for 7 years, she has considerable experience at the sharp end of healthcare delivery, accountability and organisational infrastructure.

#### Bruce Martin - Leadership & Management Development Specialist

Bruce has a 15 year history in public sector leadership & management development, coupling an animated and passionate style with considerable organisational performance insight. His own training encompasses the Certificate of Education (Middlesex University), 'Coaching through Change' and 'Performance Coaching' (Newcastle). During his 31 years in Public Service he has dealt with many difficult situations first hand; and has the skills and expertise to turn these experiences into the best quality of training for Medicology, having already done so for the Metropolitan Police Leadership Academy.





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# Understanding Medicology?

Passionate About People, Performance & Health

## Vision & Mission

Our vision is that Medicology will be at the heart of healthcare performance, based on our absolute commitment to realising potential whilst re-igniting people's passion for health.

This is consistent with our mission of 'Passionate about People, Performance & Health'.

## Healthcare Performance Through People

Recent years have seen considerable investment in healthcare services driven by increasing demand, raised expectations, healthcare innovations, new products and the need to prepare the health service for a future with considerable change and uncertainty. However, if that investment is to realise an appropriate return, it is vital that we create a health service that brings out the best in its most vital asset – people. We know that exceptional, motivated, happy people can create exceptional performance irrespective of budgets, processes and facilities and yet the best funded and organised healthcare organisation in the world will only ever produce mediocre results without its people behind it. That's right – we firmly believe that people are at the heart of effective, highest quality healthcare delivery.

The good news is that our depth of understanding encompasses the full range of people-orientated insights necessary to get people back on track, whilst our breadth of experience ensures that we can apply this understanding to a wide range of healthcare scenarios or challenges, from team building to complex change and more. What areas do we provide training solutions in?

- Leadership - from junior doctors to boards and everything in between
- Management - we have run programmes for just about every grade of staff imaginable
- Time Management & Work-Life Balance - tailored to the specific context of the group e.g. consultants
- Core Leadership & Management Skills for Service Leaders
- Newer Consultants
- Clinical Governance and Risk
- Assertiveness - delivered in a supportive, behaviour-enhancing manner
- Communications, Influencing & Negotiations
- Presentation Skills - basic and advanced
- Appraisals, Mentoring & Coaching - including how to set up a good system
- Team-building & Effective Team Performance
- Performance Management
- Rectifying Poor Performance - systemically and in individuals e.g. a junior doctor
- Motivation - including how to build motivating, high performance environments
- Change Management - including providing change management consulting too

## Balancing Business & Clinical Imperatives In Health

Perhaps one of the greatest challenges facing our health service is how to balance the needs of clinical teams to deliver the highest possible quality of care with the organisational imperative to achieve fiscal sustainability. This singular issue has created enormous divides between business and clinical teams. However, to achieve either aim requires the positive, proactive and collaborative interaction of the whole healthcare team. As commissioners evolve the health service through World Class Commissioning, clinical engagement across boundaries becomes essential to ensure that services, standards and quality are at the heart of the patient experience.

Medicology recognises the breadth of these imperatives and has considerable experience in bringing teams together to create highly effective working relationships that stand the test of time, change and stresses.

You could say we are 'passionate' about it.



# Testimonials - What Others Are Saying

"Excellent, best I have attended"

Consultant Plastic and Reconstructive Surgeon, London,  
Personal Effectiveness for Consultant-level Staff

"Undescribable epiphany! Thank you so much. Best bit recognising 3 personality types and how best to motivate them. Has changed my life!"

SHO General Surgery, London, Essential Leadership for Junior and Middle Grade Doctors

"It was one of the most beneficial courses I have attended. Not once did I lose interest. I would recommend the course to everybody in leadership positions"

Consultant in A & E, Dudley, Effective Clinical Leadership

"Good course for very important topics needed in day to day clinical care"

SpR, Orthopaedic and Trauma Surgery,  
Management Skills for Junior and Middle Grade Doctors

"Dear Sara I would like to take this opportunity to thank you and congratulate you for your excellent course in Birmingham which I thoroughly enjoyed and benefitted from. Wishing the very best for the future running of your training programme.

Professor & Head of Department & Histopathology Service, Cardiff, Practical Leadership for a Modern NHS

"Dear Sarah Thank you very much. Thank you for the excellent course"

Consultant Paediatric Surgeon, Cambridge,  
Appraisals, Mentoring and Coaching

"Extremely professional, aimed at all levels with enthusiasm and personality. Kept my eyes wide open all day!!!"

SHO Anaesthesia,  
Management Skills for Junior and Middle Grade Doctors

"Dear Nick, I enjoyed the meeting and picked up some useful tips - now all I have to do is put them into practice!"

Consultant, Academic Paediatric Radiology, London,  
Assertiveness Without Aggression

"I now have the incentive to take steps now - Particularly to increase home time, working effectively with my secretary and how to use other team members effectively."

Consultant Gynaecologist, Bristol,  
Time Management for Consultants

"Excellent organisation and an enjoyable course"

Consultant in Obs & Gynae, London,  
Time Management for Consultants

"One of the most enjoyable courses and this is likely to be one of the most effective if I use it well"

SpR Microbiology, Royal Devon and Exeter Hospital, Time Management for Consultants

"Andrew I felt the past two days were very useful and intend to attend further courses in future hopefully. I have passed on your details to our Director of HR with recommendations. I'll keep an eye on the website and am happy to be sent any reminders etc - assuming your "green" IT colleague has such a system in place...!"

Clinical Director SSU, Raigmore,  
Management Masterclass for Consultants

"I just completed the Management Masterclass for Consultants Course in Edinburgh, which I have found very useful and stimulating. I will hopefully join you for a further course"

Consultant Orthopaedic Surgeon, Golden Jubilee National Hospital, Management Masterclass for Consultants

"Dear Nick, I think it was a very energetic and well directed effort by Andrew. It kept us all involved. I must congratulate Andrew for his marvellous effort"

Consultant Plastic Surgeon, Cleveland,  
Management Masterclass for Consultants

"Thanks for the 2 days - always good to step outside one's own tiny pond and see a different picture!"

Joint Associate Director Operations/Governance Consultant in Family Planning & Reproductive Health Care, Glasgow,  
Management Masterclass for Consultants

"Great course, stimulating, thought provoking and enjoyable. Should be mandatory for all consultants"

SpR Obstetrics and Gynaecology,  
Practical Leadership for a Modern NHS

"Please pass on my gratitude to Andrew for such a fabulous course. I will recommend medicology to all my colleagues!"

Consultant Microbiologist, Portsmouth,  
Core Skills for the Clinical Service Lead

"It is a fantastic course that enables one to have much more insight into how to communicate with much more effect"

SHO, Appraisals, Mentoring and Coaching

"Excellent course with inspiring concepts that are directly relevant to my clinical practice, many thanks"

Consultant Paediatric Maxillofacial Surgeon,  
Effective Clinical Leadership

Passionate  
About People,  
Performance &  
Health



# REGISTRATION FORM

Post or fax to  
01332 821262

**PLEASE PRINT DETAILS**

We're saying please try to make it neat so we can read it!

## Course details

Course Name:

First Choice of Date:

Second Choice of Date:

## Personal details

Title: (please circle the correct one)    Professor    Dr    Mr    Mrs    Miss    Ms

First Name:

Surname (Family Name):

Job Title:

Clinical Speciality:

Any special diet and access requirements?

## Location/Contact/Details

Hospital / Clinic / Trust:

Home Address:

Main Telephone:

Mobile Number:

Email Address:

(Compulsory for all registrations)

## Payment details

(please ensure you send the amount **including** VAT)

I wish to pay by:

Cheque to 'Medicology Ltd'

(please enclose with form)

Credit / Debit Card

(we will contact you)

Invoice to Employer

(please provide address & contact)

Medicology Ltd will issue an invoice & receipt for all payment methods so that you may reclaim your costs from your employer.  
NB Invoices declined by an employer incur a further fee of £45 + VAT, so please ensure that your employer agrees.

## Booking Signature

I understand that I am making a firm booking and that I am subject to the full terms and conditions as stated on the Medicology Ltd website

Signed

Date

Telephone 01332 821260

Go online at [www.medicology.co.uk](http://www.medicology.co.uk)

Please return forms to:

Registrations, Medicology Ltd, Charlton House, Riverside Park, Raynesway, Derby, DE21 7BF



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