

Short Courses & Development Programmes



Course List

Primary Care Managers and Supervisors

- Managing People with Confidence
- Appraisal Skills for Practice Managers
- Effective Meetings
- Employment and Contractual Responsibilities
- Information Governance and Confidentiality in General Practice
- Introduction to Supervision
- Leading People in Primary Care
- Managing Change in General Practice
- Managing Grievance and Discipline
- Performance Management
- Presentation Skills
- Progressing your Practice
- Promoting and Marketing your Practice
- Recruiting the Right Person
- Tackling Access
- Time Management for Practice Managers

Contract and Compliance Training

- Annual Finance and Contract Update
- Building a Business Case
- Health and Safety for Primary Care Managers
- Introduction to Practice Finance and Contracts
- Preparing for CQC Inspection

Primary Care Staff

- The Receptionist in Primary Care
- Assertiveness and Interpersonal Skills
- Become a More Effective Communicator
- Chaperone Training
- Equality and Diversity
- Exceptional Customer Service
- Health and Safety for Primary Care Staff
- Improving the Patient Experience
- Managing Pressure at Work
- Medical Terminology for Non Clinical Staff
- Meeting the CQC Standards
- Promoting Quality and Handling Complaints in the NHS
- Succeeding with Difficult People
- Teamwork in Primary Care
- Understanding Information Governance
- Understanding Prescribing
- Who Does What in the NHS and Beyond

Data Quality

- Understanding Data Quality
- Exception Reporting in Primary Care
- Clinical Coding - Read Version 2
- Clinical Coding - Clinical Terms Version 3
- Clinical Notes Summarising in Primary Care

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New for 2016

Thornfields Training is part of the First Practice Management Group, the leading provider of support and services to the Primary Care Sector. We are constantly working with practices to ensure that we provide relevant and effective training in response to the changing needs of GP Practices. We recognise the challenges facing surgeries in the coming months and have developed the following NEW programmes to add to our comprehensive list of training courses.

For Practice Managers and Supervisors:

Tackling Access – A one day programme to help managers review appointment capacity and demand to more effectively meet the needs of their population.

Progressing your Practice – Designed to focus managers on practice development and business planning to ensure efficient and sustainable service delivery.

Managing Change in General Practice – An essential programme for the successful management of change in the fast moving primary care sector.

For Primary Care Staff

Meeting the CQC Standards – A half day programme to ensure the whole practice team understands the latest CQC requirements and can contribute positively to an inspection visit.

Contract and Compliance Training

Annual Finance and Contract Update – An annual half day practical update and refresher for anyone responsible for practice finances to ensure their knowledge is fully up-to-date.

Introduction to Practice Finance and Contracts – A full day course for anyone new to practice finance that will provide a practical understanding of the basics.

Building a Business Case – A full day course for anyone responsible for writing bids, proposals or business cases for opportunities such as enhanced services or AQP tenders giving them the tools and techniques for success.

Data Quality

Understanding Data Quality – A half day session for all members of the team which highlights how good data quality is of critical importance at all stages of the patient journey.

Exception Reporting in Primary Care – An essential course for anyone likely to input exception codes focusing on effective and appropriate coding.

Clinical Coding (Read Version 2 or Clinical Terms Version 3) – A half day course for new or experienced practice staff covering the essentials of clinical coding.

Clinical Notes Summarising in Primary Care – An interactive half day workshop to ensure summarisers are following best practice and achieving data fit for sharing.

“Excellent as usual. A lot of ideas to take away and consider for the practice, ideas for amendments to policies/procedures.”

Julia Thompson
Church Stretton

Primary Care Manager Training

Managing People with Confidence

Nationally Accredited by the Institute for Leadership & Management, this 5 day programme for new managers, team leaders and supervisors covers all the essential aspects of managing their most valuable resource – the team.

The five interactive workshops, coupled with work-based coursework, come together to create confident and competent managers with the skills to tackle the toughest of challenges at work.

See our website for full details of the structure, entry requirements and assessment.

Full Day ✓



Appraisal Skills for Practice Managers

Learn how to create and implement an appraisal process that motivates the team and gives a clear development plan to take the practice forward. Designing paperwork, getting the team interested and carrying out productive meetings – it's all covered in this interactive, one day course.

Full Day ✓

Effective Meetings

Make meetings matter – they can be time consuming and costly yet can also be inspiring and innovating. Make sure you are achieving fantastic outcomes by ensuring everyone is prepared to participate. Improve your agenda; control contributions; set clear objectives and keep everyone focused right through to the end.

Full Day ✓

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“Charan was professional, friendly, courteous and very knowledgeable about the topic. Nice that she had experience of primary care.”

Lisa Johnson
Larwood and Village Surgeries

Employment and Contractual Responsibilities

Keep up to date with the latest developments on this one day course for managers and supervisors with staffing responsibilities.

Make sure your practice is meeting the legal and best practice guidelines in the full range of their employment responsibilities including employment law, the terms of the employment contract, holidays and other leave requirements, flexible working and many others – all explained in easy to understand terms by our expert trainers.

Full Day ✓

Information Governance and Confidentiality in General Practice

Meeting the legal and NHS requirements on Information Governance and Confidentiality is a major responsibility for a practice. This programme will explain all the requirements and the framework for information governance including both legislation and NHS guidance and will take a risk management approach to the disclosure of information and confidentiality.

Full Day ✓

Introduction to Supervision

A one day introductory session for those thinking of or moving into their first management role. This programme focuses on the key skills that supervisors need including decision making, leadership, structuring and organising yourself and the work of others, delegation and dealing with difficult behaviour.

Full Day ✓

Leading People in Primary Care

Motivate, lead and inspire – three essential ingredients of exceptional management. Learn how to do all these and more on this one day programme which includes effective delegation, planning creative reward systems and dealing with the difficult behaviour that can lower morale and team spirit.

Full Day ✓

“Gerry displayed his excellent communication and presentation skills. A ‘dry’ topic made interesting and enjoyable.”

Gill Heppel
St Thomas Medical Group

Managing Change in General Practice

Change is needed to develop innovation, meet the shifting and increasing demands of patients and new business needs. Prepare yourself to communicate and engage with your team and achieve successful change management. Understand the journey, the resistance and the communication strategy required to keep the team focussed, up to date and motivated towards effective change plans.

Full Day ✓

Managing Grievance and Discipline

When things go wrong in the employment process, managers need to be able to move quickly and decisively to take the right actions to resolve situations. This course will ensure that you make those right decisions. The aim is to avoid the need to use your grievance, capability or disciplinary policy – by creating the right working conditions.

This course will help build confidence for when things do go wrong working within the legal framework and your own policies.

Full Day ✓

Performance Management

This interactive workshop for managers and supervisors will provide them with the skills and knowledge required to set and maintain high standards of performance and to motivate the team to continually improve their performance. Giving feedback on both good and poor performance and the creation and use of a capability procedure will also be covered.

Full Day ✓

Presentation Skills

The ability to deliver high quality presentations has now become an essential part of the practice manager’s role. This skills based course takes delegates through the planning stage right through to the delivery of a confident and engaging presentation or training session. You will learn how to plan and pitch the right level of content, support your presentation with appropriate visual aids, how to rehearse and practise and – most importantly – how to control last minute nerves on the day.

Full Day ✓

Gerry Devine

Gerry has over 25 years’ experience as a HR and training professional in industrial and research settings. For the past 10 years he has managed a number of GP practices of various sizes and has hands-on experience of the pragmatic approach needed to run a successful Practice. He aims to ensure his sessions are enjoyable, learner centred and add real value.



Progressing Your Practice

Delegates will learn how to develop business and practice plans, and focus on the delivery of new services. The workshop will provide tips and tools to help managers move their practice forward in the direction they want.

Full Day ✓

Promoting and Marketing Your Practice

A one day workshop to provide managers with the tools and skills to communicate effectively with their patient population in new and creative ways. The workshop will focus on patient engagement, promoting your services and creating a more professional approach to the delivery of services – while making patients aware of everything that you have available for them.

Full Day ✓

Recruiting the Right Person

Recruiting in any business environment should be seen as a business investment. Getting the right person, with the right skills to complement your team is a prime responsibility for the practice manager.

This course provides a framework for doing this within the complex legal constraints – the course includes guidance on creating an effective person specification, meeting the NHS Employment Check Standards, responsibilities under CQC Guidelines, shortlisting efficiently and then selecting the right interview structure and tests to ensure the right person joins your team.

Full Day ✓

Tackling Access

Managers will learn how to measure and assess demand upon the practice and to look creatively at their capacity and response. The workshop will explain the available tools to help and will provide an opportunity to discuss innovative and creative new ways of working.

Full Day ✓

Time Management for Practice Managers

Take control of your workload – start by understanding your working style and your individual “time problems”. Then learn a range of skills, tips and techniques to help you get control of your workload by planning effectively and avoiding those annoying “time stealers”.

Full Day ✓

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“Excellent course very open dialogue with the opportunity to learn new things.”

Saiful Choudhury
Highfields Medical Centre

Primary Care Staff Training

The Receptionist in Primary Care

This programme of 5 half day workshops to meet the learning and development needs of both new and experienced receptionists in primary care. This programme can be delivered in half day sessions (either morning or afternoon) or in full day blocks. One trainer is used throughout to help the individual delegates develop their skills and knowledge across a broad range of topics including; Understanding the NHS and Primary Care, Communication Skills, Confidentiality, Equality, Diversity and Human Rights and the Operation of General Practice.

Full Day ✓
Half Day ✓

Assertiveness and Interpersonal Skills

Assertiveness and interpersonal skills are essential for all team members working in front line roles where interacting with others forms the basis of their responsibilities. Delegates attending this course will learn how to form better relationships with others through the improvement of their own interpersonal skills. The programme will focus on positive self esteem and include assertiveness techniques for dealing with the most difficult situations.

Full Day ✓
Half Day ✓

Become a More Effective Communicator

Communication is the single most important skill for anyone in the work environment – this interactive and lively course will provide delegates with a much better understanding of the communication process and ways to ensure that the message delivered is the same as the message sent!

Full Day ✓
Half Day ✓

Kate Hodkinson

Kate heads up Thornfields Primary Care Training Specialists. She manages the team of experienced trainers that deliver courses throughout the UK. Kate constantly updates the content of the courses to ensure they remain relevant to primary care.



Chaperone Training

Latest guidance on the role of chaperones in primary care states that everyone should receive training in their role and responsibilities as a chaperone. This half day session fulfils that objective and ensures that all team members feel confident with their role and can act in the interest of the patient, and ensure that CQC requirements are met.

Half Day ✓

Equality and Diversity

Meeting the varied needs of patients is paramount to all of the NHS and forms an underpinning principle of CQC Registration. Understanding the complexity of those needs and the diversity of the patient population establishes the starting point for achieving this. By attending this workshop delegates will learn about the differences in patient needs and expectations that arise from differences in culture, religious belief, disability and many other facets of diversity.

Full Day ✓
Half Day ✓

Exceptional Customer Service

A training session packed with tips and techniques to achieve the best in customer service. Delegates learn how to avoid the common pitfalls in providing customer service, learn how to meet the CQC standards and to create protocols and procedures that meet the needs of the patients and service users. Creating the right first impression and dealing with challenging behaviour feature in the programme along with action planning to make significant improvements.

Full Day ✓
Half Day ✓



Health and Safety for Primary Care Staff

Training in health and safety at work is both a legal requirement and features in the CQC outcomes. This one day workshop will ensure that practice staff understand their responsibilities and can take a proactive role in assessing their risks in key areas such as COSHH, Fire Safety, Display Screen Equipment, and Lifting and Moving.

Full Day ✓
Half Day ✓

Improving the Patient Experience

Practices need to measure patient feedback both through their own Patient Participation Groups and to meet the requirements of CQC. This programme will help the team focus on the outcomes of their patient experience survey and to look for ways to enhance their experience through high quality customer and clinical services.

The course includes an action planning session to focus on implementing new ideas to improve the total patient experience.

Full Day ✓
Half Day ✓

Managing Pressure at Work

Balancing the positive impact of pressure with the negative impact of stress is a major concern to every employer – this thought provoking course will equip delegates with the skills they need to contribute effectively at work. The course features both short term and long term stress management techniques as well as ways to change the way people behave when pressure hits high levels.

Full Day ✓
Half Day ✓

Medical Terminology for Non Clinical Staff

Non clinicians need not feel daunted by the complexity of language used in primary care – this one day course covers everything you need to know by taking you on a tour of all the main body systems. The starting point is in understanding the building blocks to medical terminology and how the words are created. Then get to grips with the anatomy and physiology to make it all fall into place.

Full Day ✓

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Meeting the CQC Standards

The recent developments in the CQC compliance and inspection requirements put an even greater emphasis on the whole practice team to provide safe, effective, caring and responsive services to meet the needs of the practice population. This half day workshop will explain the new requirements and process and will get everyone ready to play an active role when the inspection team visit the practice.

Half Day ✓

Promoting Quality and Handling Complaints in the NHS

Feedback from patients is set to continue as a major theme for the NHS – the national plans and CQC standards aim to increase the amount and the value put on the quality of the patient experience within the system. Make sure all the team is focussed on creating and improving high quality services and that they know how to effectively and efficiently manage complaints when things do go wrong in line with the NHS Framework Listening, Improving, Responding.

Full Day ✓
Half Day ✓

Succeeding with Difficult People

Providing front line services is a tough job – this dynamic workshop provides clear guidance on how to make it as easy as possible by focusing on meeting needs first time. However, all staff still need strategies for dealing with difficult situations and people – whether service users or colleagues.

Delegates will leave with a personal action plan aiming to achieve better outcomes for everyone.

Full Day ✓
Half Day ✓

Teamwork in Primary Care

An invaluable course for supervisors and the team to help everyone recognise the benefits of team work and their own responsibilities in making it work. Delegates learn about how teams are formed and the positive behaviours that keep it working. Practical exercises are used throughout to demonstrate the process.

Full Day ✓
Half Day ✓

“An excellent day’s training! Throughout I couldn’t think of any way of improving. Thought provoking points discussed... Sprinkled with humour! Delivered professionally yet informally. I’m now much more confident in dealing with certain situations.”

Georgette Lunan
Thorkhill Surgery

Understanding Information Governance

The whole practice team must receive regular and comprehensive training in understanding information governance. This half day workshop will take delegates through all the component parts of IG using the CIA principles and the NHS best practice guidance.

The course uses a simple risk management approach to ascertaining where changes could be made and ensures that the whole team can contribute to the overall IG strategy in keeping information safe.

Half Day ✓

Understanding Prescribing

An intensive half day session for non clinicians who need to understand the prescribing process and the language and terminology used throughout. This course covers the general rules on prescribing in primary care as well as the main drug groups used. Delegates also learn about the abbreviations used, the importance of reviews and the rules on payments.

Half Day ✓

Who Does What in the NHS and Beyond

This participative workshop will provide delegates with a clear understanding of the workings of the modern “patient-focus” NHS.

Starting with the national picture and then working through each level down to the primary care gatekeepers – delegates learn about who does what and how the different organisations and services fit together to provide seamless care for the patient.

Full Day ✓
Half Day ✓

Charan Sarai

Charan has over 23 years experience in Primary Care, most recently as Managing Partner in General Practice. Charan’s love and passion is training and specialises in First Class Service and Communication and Managing Pressure in the workplace.



Contract and Compliance Training

Annual Finance and Contract Update

You will already know the basics about managing practice finances, but you face the on-going challenge of ensuring that your knowledge is up-to-date.

This workshop will give you an awareness of what is new together with a practical insight into how you may be able to fully realise that financial potential for your Practice.

This is increasingly important at a time when maintaining or increasing practice profitability can be a key measure of success.

Half Day ✓

Building a Business Case

Writing and developing successful bids and business cases is fast becoming one of the few ways for a practice to consolidate existing funds or access new revenue streams.

This interactive workshop will ensure you have the practical skills for developing succinct, articulate, purposeful bids or business cases, which Commissioners will like and which will have an increased possibility of success.

Full Day ✓
Half Day ✓

Health and Safety for Primary Care Managers

This course will enable managers to implement health and safety into their practice, providing all the tools and templates needed to meet legal obligations. Topics covered will include Risk Management and Risk Assessment, The HSE Stress Management Standards, Display Screen Equipment, COSHH and Fire Safety. Make sure you are up to date and gain readymade documents to help you implement safe systems and policies and meet CQC compliance requirements.

Full Day ✓

“Charan brings great examples to demonstrate the topics. A really helpful course which brings lots of light bulb moments!”

Sally Holmes
Leeds West CCG

Introduction to Practice Finance and Contracts

This workshop will ensure you have a good grounding in the basics of your practice’s contracts, as well as an appreciation of other potential revenue streams.

You will gain an awareness of best practice as well as other tools and approaches. This will give you increased confidence in dealing with finance and you will be better placed to stay in control of practice costs, as well as optimising practice profitability.

Full Day ✓
Half Day ✓

Preparing for CQC Inspection

This practical and interactive workshop will ensure that general practice managers and their team are fully aware of the requirements for CQC compliance and are prepared for an inspection.

The workshop will provide delegates with an overview of the inspection processes and the evidence requirements and will include an evidence template that can be used to ensure sufficient evidence is available.

The workshop will also focus on the policies and documents required and the training needs of the team.

Full Day ✓



Julia Smith

Julia has over 22 years of NHS experience having worked in both primary and secondary care. Her speciality is data quality and clinical coding in primary care. She has worked in a management capacity across different PCTs in West Yorkshire and has over 10 years’ experience of training in primary care.



Data Quality

Good data quality is essential to the effective running of a practice and impacts upon both clinical and support staff. Our range of courses can be delivered to a mixed group of staff from a variety of practices or can be delivered in house to a single practice team. Please contact our Customer Experience Team for details of how these programmes can be adapted for an individual practice team.

Understanding Data Quality

Designed specifically for all members of the primary healthcare team, this workshop will enable delegates to understand how good data quality is of critical importance at all stages in the patient journey. Delegates will consider what ‘data quality’ means, its definition and purpose. During the session delegates will consider the importance of data ‘fit for sharing’ in the context of patient care, practice business processes and for the wider NHS, together with the implications of poor data quality.

Half Day ✓

Exception Reporting in Primary Care

For anyone involved in exception reporting, this new workshop will highlight best practice, explain how and when exception reporting should be used, including some do’s and don’ts, so that you can feel confident your practice is using exception reporting correctly.

Half Day ✓

Clinical Coding (Read Version 2 or Clinical Terms Version 3)

Are your staff coding correctly? Designed specifically for practice staff either new to, or already involved in Clinical Coding using Read Version 2 or Clinical Terms version 3, this workshop will provide delegates with the skills to find appropriate codes quickly and easily; provide hints and tips on coding accurately and effectively and will raise awareness around some of the common coding errors made in general practice.

Full Day ✓
Half Day ✓

Clinical Notes Summarising in Primary Care

This practical and interactive workshop is an invaluable resource for summarisers within primary care, enabling best practice and allowing delegates to be confident that they are summarising correctly, in accordance with latest guidance and achieving data ‘fit for sharing’.

Full Day ✓
Half Day ✓

“I think all new or relatively new staff should have this training.”

Caroline Moore
Laurel Bank Surgery

Join Us

 @thornfields_fpm

 Thornfields@fpm

About Us

Thornfields has been designing and delivering training to Primary Care Organisations since 1993. We have built our reputation by providing highly relevant, interactive and informative training sessions. Our experienced trainers come from professional backgrounds in the Primary Care Sector – many of them retaining working links and relationships which ensures that they are always up to date and able to give practical advice. Each delegate is provided with a comprehensive workshop guide to support their learning and act as a source of reference for the future.

We strive to be at the forefront of all the latest developments – all relevant courses have been updated and adapted to meet the requirements of the CQC and attendance on the courses will provide evidence to support compliance with the outcomes.

Bespoke Training

To complement our comprehensive pre-designed range of courses we also offer a specialist bespoke training design service – additional charges may apply. Contact us for a chat about your training requirements and we can combine and tailor workshops to suit your needs; we will also provide the supporting workshop guides. We aim to be as flexible as possible in the delivery of our training and can deliver full and half day workshops to fit in with specific timings, providing more than one trainer to deliver to large groups if required.

Using Thornfields

For a comprehensive list of our standard courses and development programmes, including agendas and current price information visit our website www.thornfields.co.uk. We aim to continuously improve our service and welcome any feedback around new courses and content.

Contact us now using the contact details below to start planning your training events. Our experienced administration team can advise you on how best to advertise and plan your training event as seamlessly as possible.

Thornfields is part of the First Practice Management Group (FPM Group), which is the UK's premier provider to GP Practices and Primary Care:

- Compliance, information and support resources
- Practice websites and intranets
- Practice management toolkits
- Recruitment and consultancy services
- Training and development programmes

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“Well paced and maintained interest throughout.”

Sue Marsh
Church Stretton Medical Centre