

August 2026 | Edition 228

NPAG News

Inside this edition

- NHS Reform Without Reinventing the Wheel
- Supporting NHS Staff Through Change: NPAG Training Workshops
- Celebrating BVG Facilitators & Chairs
- Clinical Engineering Conference 2026
- Spotlight on Health Visiting
- NPAG Conferences & Events
- Best Value Groups, training workshops, NPAG Network

and much more...

npag.org.uk

Welcome to NPAG News for August

Welcome to NPAG News for August 2026. We hope you are enjoying a great summer.

August is sometimes described as The Seasonal Border: *"I love borders. August is the border between summer and autumn: it is the most beautiful month I know."*, Tove Jansson.

It's a month of transition and of celebration and, perhaps, reflection. A unique month that marks a transition from the height of summer towards the approaching autumn. For NPAG it is a time to look back over the activities and achievements of the first part of the year and to look forward to the coming autumn programme of events – one of our most exciting periods.

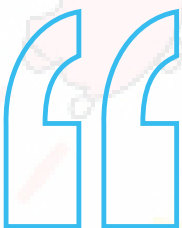
This issue does just that. We shine a spotlight on recent successes such as our Telephony Round-table event and the recent work of our Health Visiting and School Health Services Network, who have embarked on a project with the DHSC looking at how to improve information sharing between health visiting teams and early years settings.

We take a deep dive into our workshops programme and how we are supporting NHS professionals to deliver safer, more effective and more compassionate care. It's often during this season that Trusts take time to reflect on the pressures coming in the months ahead and how they will support staff to deal with them.

Looking to Autumn, we're pleased to share more details of our September Clinical Engineering Conference which is shaping up to be an informative and inspiring event.

And of course, as always we include our regular features such as celebrating our Chairs and Facilitators as well as updates on upcoming Groups and events.

We will see you again after the summer break.



Joining the NPAG for Waste Management has allowed me to network further afield. Having the direct contact with the Environment Agency, NHS Supply Chain and NHS England is invaluable. Its a great space to share best practice and the issues we all face within our own Trusts.

Waste Management BVG member

Inside This Edition

News in Brief	3
NHS Reform	4
Supporting NHS Staff Through Change: NPAG Workshops	5-10
Spotlight on Health Visiting	11
Facilitator in Focus: John King	12
Celebrating our Chairs: Barry Waterhouse	13
Clinical Engineering Conference	14-18
Telecoms Round-Table Event Summary	19
Best Value Groups	20
NPAG training workshops	21-22
NPAGNetwork	23
What's hot	24

News in Brief

News in Brief: EEAST Reports Strong Quality Performance

The East of England Ambulance Service NHS Trust (EEAST), NPAG's host trust, has published its latest Quality Account, highlighting significant improvements in patient care and service performance during 2025/26.

Despite continuing record levels of demand, the Trust reported some of the strongest emergency care outcomes in England. Achievements included being the top-performing ambulance trust nationally for heart attack (STEMI) care, delivering above-average cardiac arrest outcomes, answering 999 calls in an average of just two seconds and reducing serious patient safety events by almost half.

The report also highlighted high levels of patient satisfaction, with 93% of patients reporting a positive experience, alongside more than 159,000 patients being safely supported without the need for an ambulance response.

These results reflect the dedication, professionalism and commitment of colleagues across EEAST and demonstrate the impact that high-quality, patient-centred care can have for communities across the East of England. Congratulations to all involved on an outstanding year of achievement!

NPAG Member Survey 2026

NPAG is looking ahead and we would like to hear from you. Our Summer Survey 2026 is now open and takes just five minutes to complete.

As a thank you, everyone who completes the survey will be entered into a prize draw to win free NPAG membership and other prizes.

Your feedback will help shape the future of NPAG and ensure the network continues to provide the support, collaboration and opportunities that matter most to members.

The survey closes on 11th September.

Theatre Managers Share Heatwave Solutions

The recent spell of hot weather has brought additional challenges for NHS teams. While many services have been managing increased demand from patients affected by heat-related illness and accidents, the impact has also extended into operating theatres, where temperature and humidity levels can affect both patient care and staff wellbeing.

In response, members of NPAG's Operating Theatre Managers Best Value Group have been sharing experiences, advice and practical solutions to help manage adverse heat conditions. The discussion proved so timely that the topic has been added to the agenda for the group's upcoming meeting.

Members have exchanged examples of local measures, shared business continuity documents and discussed opportunities to develop common approaches that could benefit organisations across the NHS. The collaborative discussion is a great example of the value of the BVG network, enabling theatre managers to access real-time support from peers facing similar challenges.

As periods of extreme heat become increasingly common, the ability to share knowledge, learn from others and develop practical solutions together continues to be one of the key strengths of NPAG membership.

The NPAG Office in August

Please bear with the NPAG Team over the summer holiday period. Team holidays may mean your usual contact is unavailable. The office will remain open throughout, as will the NPAG Network but it may take slightly longer for a response than usual.

Please send any urgent requests to info@npag.eastamb.nhs.uk and the team will do their best to facilitate your request. NPAG will operate as usual in September.

Reforming the NHS Without Reinventing the Wheel

The NHS is entering a period of significant change. From the proposed NHS Modernisation Bill to wider system reform, organisations are being asked to improve services, increase productivity and deliver care differently, often with fewer resources.

At the same time, expectations remain high. Waiting lists must continue to fall and patient experience must improve. Encouragingly, progress is being made, with performance improving and waiting lists reducing following a sustained national effort. Against this backdrop, the NHS must deliver large-scale change without wasting time and money reinventing solutions that already exist.

Pressure To Do More with Less

NHS organisations are under increasing pressure to improve productivity while managing constrained budgets. National planning guidance makes clear that services must reduce costs and deliver further efficiencies, even as demand continues to rise.

While policies set direction, success ultimately depends on how quickly effective solutions can be identified and adopted across the system.

Across the NHS, many organisations are already finding better ways to deliver care such as through pathway redesign, improved use of data, or more efficient ways of working.

National programmes have shown that sharing this learning can accelerate improvement. Initiatives that spread best practice from high-performing sites have helped reduce waiting times and boost productivity. The challenge is not necessarily around innovation but scale.

The Role of Peer-Led Improvement

Peer networks offer a practical, cost-effective way to share what works. By bringing NHS colleagues together to compare approaches and learn from real-world experience, they enable faster, more consistent improvement.

Unlike traditional consultancy models, peer-led improvement:

- Builds on proven NHS practice
- Provides ongoing support, not one-off advice
- Enables quicker adoption across organisations
- Offers significantly better value for money

In a system under pressure, this approach is increasingly essential.

For over 30 years, NPAG has supported NHS organisations to share learning, improve performance and deliver better value.

At a time when the NHS is being asked to go further, faster and more efficiently, that role has never been more important. By providing access to practical insight, shared experience and proven solutions, NPAG helps organisations avoid duplication, save time and focus on what delivers real impact for patients.

As the NHS continues to evolve, the organisations that succeed will be those that learn quickly, share knowledge and build on existing success.



Supporting NHS Staff Through Change: NPAG's Training Programme

August is often described as a month of transition - time to pause, reflect and look ahead. As summer gives way to the increasing pace of autumn, NHS organisations begin preparing for the pressures that inevitably follow. It is a time not only for planning services, but for investing in the people who make those services possible.

For NPAG, this period provides an opportunity to reflect on one of the most important ways we support our members: through high-quality, practical training that equips staff at every level to deliver safer, more effective and more compassionate care.

Our programme of CPD-accredited workshops, delivered by experienced and expert trainers, is designed to respond directly to the realities of today's NHS, supporting frontline staff, specialist professionals and senior leaders to navigate complexity with confidence.

Training as Part of NPAG's Wider Mission



At the heart of NPAG's work is a commitment to improving patient care through collaboration, shared learning and practical support.

Our Best Value Groups bring organisations together to exchange insight and identify opportunities for improvement.

Training is a natural extension of this work. By translating shared learning into structured development opportunities, NPAG helps organisations embed improvement into everyday practice. Whether strengthening patient communication, supporting staff wellbeing, developing leadership capability or building specialist clinical expertise, each workshop is designed to deliver meaningful, measurable impact.

This approach reflects a simple principle: improving outcomes for patients begins with supporting the people who deliver their care.

Expert-Led, CPD-Accredited Learning That Makes a Difference



NPAG's workshops are delivered by experienced practitioners who bring real-world NHS insight alongside subject expertise. From

Psychologists and clinical educators to senior NHS leaders, our trainers understand the challenges facing services today and tailor their approach accordingly.

All workshops are CPD accredited, ensuring participants gain recognised professional development while building skills they can apply immediately in practice.

Crucially, the emphasis is always on practical application. Sessions are interactive, reflective and tailored to individual organisations, enabling teams to explore their own challenges, share experiences and develop solutions that work in their specific context.

Investing in People to Support Patient Care

As the NHS prepares for the challenges of autumn and winter, the importance of investing in people remains clear.

NPAG's training programme is designed to support lasting improvement, helping organisations build capability, strengthen resilience and embed best practice across teams. From frontline staff to senior leaders, each workshop plays a part in supporting the shared goal that underpins all NPAG activity: improving outcomes for patients through better supported, better equipped staff.

[Read more about our workshops over page.](#)

Putting the Patient First

Strengthening the Experience of Care



At the core of every NHS organisation is its relationship with patients and service users. NPAG's Putting the Patient First workshop focuses on the behaviours, attitudes and communication skills that shape that relationship every day.

Designed for staff at all levels, the workshop encourages participants to reflect on how their actions influence both patients and colleagues. Through practical exercises and discussion, delegates develop the tools to manage challenging interactions, improve communication and better understand how perceptions are formed.

Aligned to the NHS Constitution and People Promise, the workshop reinforces the importance of maintaining compassionate, high-quality care, even in pressured environments.

The impact of this approach is reflected in



Thank you for providing a safe space for us all to discuss and untangle the information raised... When the realizations come from within your thinking or small group

thinking and not from 'being told the answers' - the impact is really big.

feedback from organisations who have delivered the programme:

By focusing on the fundamentals of communication and behaviour, the workshop helps ensure that, regardless of system pressures, the patient experience remains a priority.

Read more on pages 8-9.

Workplace Wellbeing

Building Resilient and Supportive Teams



The wellbeing of NHS staff has never been more important. With increasing demand, workforce shortages and the cumulative impact of recent years, many staff continue to experience high levels of fatigue and stress.

NPAG's Workplace Wellbeing workshop takes a proactive approach in supporting organisations to move beyond short-term interventions towards a more sustainable, culture-led model of wellbeing.

Through interactive learning and reflective practice, participants develop practical strategies to support their own wellbeing and that of their teams. The workshop addresses key themes including psychological safety, resilience and the impact of emotional labour.

Importantly, it also supports organisations in meeting wider expectations, providing evidence of commitment to staff wellbeing and compassionate care.

By embedding wellbeing into day-to-day practice, organisations can create workplaces where staff feel supported, valued and able to perform at their best.



Now, more than ever, healthcare professionals deserve spaces to pause, reflect, and reconnect with their purpose. Wellbeing isn't a luxury, it's the foundation for compassionate care and resilient teams. My goal is to empower staff with practical tools and a supportive environment, so together we can thrive, even in challenging times.

Find out more [here](#).

Leading Under Pressure

A New Approach to Leadership Development



New for 2026, NPAG's Leading Under Pressure workshop reflects the growing recognition that leadership capability is central to navigating the complexities of modern healthcare.

Designed for senior leaders and corporate teams, this workshop draws on organisational psychology to explore how pressure influences leadership behaviour.

Using the Three Systems Model, participants gain insight into how stress responses can lead to reactive patterns such as over-control, withdrawal or self-criticism and how these behaviours impact team dynamics and organisational culture.

The workshop provides practical tools to help leaders:

Understand and manage their responses under pressure

- Strengthen psychological safety within teams
- Lead with greater clarity, compassion and effectiveness

This workshop supports leaders to:

- Understand what happens to their leadership under pressure
- Identify their protective modes and unintended consequences
- Strengthen psychological safety & team climate
- Re-centre on values, connection and compassion
- Convert pressure into growth cycles
- Lead with greater steadiness, clarity and impact

Delivered by an experienced clinical psychologist and organisational development specialist, this programme represents an important step in supporting NHS leaders to lead well in challenging circumstances.

Read more on page 10.

Clinical Professional Development for Occupational Health Nurses



Occupational Health professionals play a vital role in supporting workforce health, improving productivity and enabling staff to remain in or return to work.

NPAG's Clinical Professional Development programme provides a structured, evidence-based approach to building capability in this area.

Delivered through a series of CPD-accredited modules, the programme covers key areas of practice:

- COSHH Health Surveillance
- Employment & Pre-Placement Health Assessment
- Fitness for Work
- Human Factors in OH, Ergonomic Assessment Adjustments
- Long-Term Condition, Health & Disability Management
- Noise & Vibration Health Surveillance & Case Management
- Occupational Health Risk Assessment
- Performance and Attendance

Each module is designed to build both theoretical understanding and practical competence, enabling participants to apply learning directly to their day-to-day roles.

Feedback highlights the value of this approach:



The training has enhanced my ability to communicate occupational health advice in a way that is both empathetic and professionally assertive, helping to reduce misunderstandings, support better outcomes, and ensure that care remains person-centred, safe, and aligned with NMC standards.

As the NHS continues to focus on workforce health and retention, the need for confident, well-trained OH professionals has never been greater. Find out more [here](#).

Putting Patients First in a Pressured NHS

The NHS is facing one of the most challenging periods in its history. Rising demand, workforce pressures, financial constraints and increasingly complex patient needs are creating an environment where staff are expected to do more than ever before. Yet while healthcare continues to evolve, one fundamental truth remains unchanged: patients will remember how they were treated long after they have forgotten the details of their care.



Research consistently shows that communication is one of the biggest factors influencing patient experience. When communication breaks down, misunderstandings occur, trust can be lost and complaints often follow. Conversely, when patients feel listened to, respected and understood, outcomes improve and confidence in services grows.

For NHS organisations, this presents an ongoing challenge. How do teams maintain compassion, empathy and excellent communication when working under intense pressure?

Jaskiern Kaur works with NPAG to deliver training in customer care and communication skills through its 'Putting the Patient First' programme. Having worked in the NHS for nearly 20 years, she has progressed through operations to senior

management level enabling her to understand both operational and strategic challenges. She currently leads the Equalities agenda for her Trust through an Organisational Development lens allowing her to bring current challenges to the table at all levels. For Jaskiern therefore, this question has never been more relevant.

"Putting the patient first is not an add-on to the work we do in the NHS, it is the thread that runs through every interaction. Under pressure, it can be easy to focus only on the task in front of us, but patients remember how we made them feel. This training gives staff space to pause, reflect and recognise that small changes in communication, kindness and self-awareness can make a lasting difference to patient experience, colleague relationships and the culture of care."

Patient-centred care is about far more than clinical treatment. Every interaction shapes a patient's perception of the service they receive. A reassuring conversation, a clear explanation, active listening or a simple act of kindness can have a lasting impact. Equally, rushed communication, poor teamwork or assumptions about an individual's circumstances can unintentionally affect their experience.



Communication is the biggest area of complaints and biggest area for focus on improvement.

One delegate described communication as: "A powerful tool that can work in our favour or detriment."

This is a theme repeatedly identified by delegates attending the Putting the Patient First workshops. Participants have frequently highlighted communication, empathy, civility and self-awareness as key learning points, recognising how their own behaviour can influence both patient experience and workplace culture.

As Jas observes:

"One of the biggest lightbulb moments for delegates is recognising that communication is about far more than words. Participants often reflect on how body language, assumptions, tone of voice and everyday behaviours shape the experiences of patients and colleagues. Many leave with a greater awareness that small changes in how we interact with others can have a significant impact."

Importantly, these lessons are relevant to every member of the NHS workforce. While the phrase "patient experience" often brings to mind frontline clinical roles, patients interact with a wide range of people throughout their healthcare journey. Receptionists, administrators, managers, support staff, estates teams and corporate departments all contribute to the culture and service patients encounter.

This is why NPAG's workshops are designed for all NHS staff, regardless of role or seniority. From Board level to front-line services, everyone has a part to play in creating positive experiences for patients and colleagues alike.

"Every member of staff contributes to the patient experience, whether they work on the frontline, in administration, support services or leadership roles. Patients encounter many people throughout their healthcare journey, and every interaction helps shape their perception of the organisation. Communication, kindness and compassion are therefore everyone's responsibility, not just those delivering direct patient care."

Feedback from organisations that have delivered the programme highlights just how strongly this message resonates. Delegates regularly describe the workshops as thought-provoking, practical and highly relevant to their everyday work, with comments including *"Everyone should do this course"*, *"This training should be rolled out to all Trust staff"* and *"Best course in years"*.

In a healthcare system facing significant operational pressures, communication can sometimes be overlooked in favour of more immediate priorities. Yet patient experience is often shaped by hundreds of small daily interactions rather than a single major event. The ability to communicate clearly, demonstrate empathy and treat people with respect remains one of the most powerful tools available to NHS organisations. As patient expectations continue to evolve and pressures on services increase, investing in communication, compassion and customer care is not simply desirable, it is essential.

"Compassionate communication remains one of the most powerful tools available to NHS organisations. When people feel listened to, respected and understood, trust grows and experiences improve. By investing in communication skills and self-awareness, we can create positive experiences for patients, support one another as colleagues and strengthen the culture of care across our organisations."



Everyday practice can have a significant impact on patient experience, colleague wellbeing and organisational culture.

To find out more about NPAG's Putting the Patient First workshops, please visit our [website](https://www.npag.org.uk) or contact us at info@npag.eastamb.nhs.uk.

Leading Under Pressure



Workshops for Senior NHS Management



National Performance
Advisory Group

Psychologically Informed Leadership Under Pressure

New for 2026, NPAG introduces *Leading Under Pressure*. This practical leadership development workshop is designed for senior leaders, managers and corporate teams navigating today's complex organisational challenges.

Drawing on evidence-based organisational psychology and the Three Systems Model (drive, threat, soothe), this workshop helps leaders develop a sophisticated, psychologically informed understanding of how leadership operates under pressure. Participants explore how stress responses and leadership styles interact to shape team climate, performance and decision-making.

What the day covers

1. Understanding the realities of leadership in complex, high-pressure environments
2. The Three Systems Model
3. Leadership Under Pressure
4. Protective Modes
5. Strength Expressions
6. Skilled Responses and Practical Tools
7. Building Growth Cycles



One day in person organisational workshop
(up to 12 Leaders).



£1,750 per workshop (discounts for multi booking organisations).



CPD certified

Why this workshop?

Modern healthcare organisations place leaders under relentless pressure. When demands escalate, even highly experienced leaders can unintentionally drift into reactive patterns of tightened control, withdrawal, over-striving, perfectionism or self-criticism.

These responses are often understandable attempts to manage threat, but can have unintended consequences for decision-making, relationships, team culture and organisational effectiveness.

This workshop supports leaders to:

- ✓ Understand how pressure alters leadership style, behaviour and decision-making.
- ✓ Explore the difference between leadership knowledge and leadership capacity under pressure.
- ✓ Identify protective modes and understand their impact on others and the wider system.
- ✓ Recognise the gap between leadership intention and leadership behaviour under stress.
- ✓ Develop insight into how different leadership styles interact within senior teams.
- ✓ Build psychologically safe, healthy and high-performing leadership cultures.
- ✓ Convert sustained pressure into adaptive, growth-focused leadership responses.

Interested? Email info@npag.eastamb.nhs.uk or visit our [website](#)

Case Study: Health Visiting & School Health Services Network

NPAG's Health Visiting & School Health Services Network is a national networking group of NHS Managers and Professional Leads involved in the leadership and delivery of healthcare services across the 0-19 age group. The group was established in 2009 and since then has contributed to a number of government projects.

At a recent meeting, Members welcomed Jerome Ma of the Department of Health and Social Care to set off a new collaboration on how to improve information sharing between health visiting teams and early years settings.

Jerome outlined the purpose and scope of the project, which is part of wider government priorities. He particularly referenced the best start in life strategy, which aims to give children the best start in life, to break the link between their background and future life chances. This is also part of government's work to create a more joined-up and coordinated offer for families across different services.

He invited Member comments, and they rose to the task, identifying several issues for consideration. Issues that arose included:

- Information Sharing Agreements and how services are commissioned.
- The desire for a National Information Sharing Agreement and templates.
- Information sharing in terms of pathways and processes.

In response to a question asking what sorts of information members are trying to share, Members said it was primarily around supporting the children's needs, so where they identify needs, how can they go in and support.

Jerome asked, 'Does that happen - for children beyond those with safeguarding needs?'

Members replied:

- From a universal services point of view, it's the capacity; it's having the tools really to support that as well. Doing those developmental assessments and tying them together is what's really important.
- Systems not talking to one another.
- Barriers to sharing - time, cultural, structural, 'with everyone using different systems'.

On the subject of AI guidance, Members would welcome advice on the appropriateness of using AI around patient identifiable and sensitive information - areas where there is a safeguarding requirement for the most vulnerable families.

Jerome Ma appreciated Members' speaking so openly and so candidly. He had heard some really interesting things around single repository national guidance and around taking the opportunity and reviewing Ages and Stages Questionnaire (ASQ) to make that system more aligned with EYFS. He has committed to taking it away feeding it back into this work. Updates and further inputs will be followed up in future meetings.

NPAG Conclusion

This discussion highlights the value of bringing together NHS leaders from across the country to share practical experience and influence national developments. By providing a forum for open and constructive dialogue, members were able to contribute directly to an important piece of government work that could improve outcomes for children and families. We look forward to supporting this ongoing collaboration and helping ensure that the voices of frontline services continue to shape future policy and practice.

Facilitator in Focus: John King



With a relationship with NPAG stretching back to 1998, John King has played an important role in the organisation's development for almost three decades. Bringing extensive public sector experience, a thoughtful approach

to facilitation and a deep understanding of collaboration, he remains a familiar and valued figure across many NPAG networks.

John first became involved with NPAG after leaving Essex County Council, where he had spent more than 25 years working in local government and social care. Following a conversation with an existing Associate, he joined what was then Thames Management Services and soon became involved in developing new business areas, including business continuity and contingency planning at a time when Year 2000 resilience was a major focus for NHS organisations.

One of his earliest projects involved supporting the development of a multi-agency business continuity plan covering the Millennium period. The work proved both challenging and rewarding, and sparked what would become a long and varied association with NPAG.

A Career Shaped by Facilitation

Over the years, John has supported NPAG in several roles, including Acting Director, Associate Business Manager and Facilitator. However, it is facilitation that he feels has had the greatest influence on his career. Having previously worked in committee services, he already understood the importance of effective meetings, but NPAG gave him the opportunity to work with a wide variety of healthcare services and professional groups across the country.

From Health Visiting and Community Hospital

Services to Sustainability, John has helped establish and develop a range of national groups. The exposure to new areas of healthcare and the opportunity to learn from members, speakers and colleagues has been one of the most rewarding aspects of his work.

The Importance of Collaboration

John has also supported NPAG's work in risk management, resilience and business continuity and believes these areas remain fundamental to ensuring organisations can continue to function during periods of disruption and uncertainty. Effective planning, clear procedures and well-prepared staff are essential to maintaining services when challenges arise.

Today, he facilitates several national NPAG groups believing members gain most from the opportunity to network, share best practice, learn from peers and hear from experts they might not otherwise encounter. For him, effective collaboration is simply people working together to achieve better results than they could alone.

John always aims to create an environment where members feel comfortable contributing, sharing and learning from one another. A successful session, he says, is one where delegates leave having gained something useful that they can apply within their own organisation.

Looking Forward

Reflecting on his career, John has witnessed enormous change across both the public sector and the NHS, from digital transformation to new ways of working. He remains motivated by the variety, the people and the opportunity to help others. His advice to anyone considering becoming a Facilitator is straightforward: "Be yourself."

NPAG is delighted to recognise John's long-standing contribution and his continued commitment to helping members connect, share learning and support one another through change.

Celebrating our BVG Chairs:

Barry Waterhouse, NHS Car Parking & Sustainable Travel Network

As part of our ongoing series celebrating the people who help shape and lead NPAG's Best Value Groups, we are pleased to shine a spotlight on Barry Waterhouse, Co-Chair of the NHS Car Parking & Sustainable Travel Network.

Chairs play a vital role in guiding their groups, helping to identify priorities, shape meeting agendas and foster meaningful discussion between members.



With almost two decades of experience working in NHS travel and access roles, Barry brings a wealth of knowledge, practical insight and a strong commitment to sustainable travel and patient experience.

Barry has been working within the NHS in a Travel and Access role for almost 20 years, having originally started on a temporary contract. This career has been built upon previous experience in the public transport sector and also studying a Transport Management degree, so transport has always been a continual thread and work interest.

Barry has worked on a number of parking policy developments, parking management contracts and travel plans during this time. This has provided everyday situation experience, plus supported a curiosity to envisage the wider implications, particularly in relation to sustainable travel, whilst retaining a balanced and fair approach to encourage others.

This breadth of experience enables Barry to bring a balanced perspective to Network discussions, helping members navigate both current challenges and emerging priorities.



I originally volunteered for the joint chair of the group, as an opportunity to develop my facilitation skills and wider knowledge, plus as something to 'push' my 'comfort zone'. It has subsequently become a role I really enjoy, with a particular highlight being the ability to support, encourage and inspire group members, to enable them to feel they have had an opportunity to contribute, be listened to and understood, plus learn something.

The Value of the Collective

Car Parking and Sustainable Travel are often regarded as too difficult, or aspects to be avoided, within the substantial clinical and operational needs of the NHS. They are however key factors in first impressions and experiences of our locations.

Sharing best practice, innovations, plus positive and negative experiences in an open and honest, supportive group of your peers is a great way to expand your skills and knowledge, whilst also gaining CPD Credit.

As NPAG continues to support NHS professionals through its BVGs, it is the dedication and leadership of Chairs such as Barry that helps ensure members gain maximum value from their participation.

By encouraging open discussion, sharing experience and helping colleagues navigate increasingly complex challenges, Barry exemplifies the collaborative spirit that sits at the heart of NPAG.

If you would like to explore the opportunity to take on a Chair or Co-Chair role, please chat to the Facilitator of your BVG or contact the [NPAG team](#) to find out more.

Clinical Engineering Conference 2026



National Performance
Advisory Group

Smart Hospitals - Equipping & Digital Transformation

22nd September 2026 | Radisson Blu Stansted

The NPAG Clinical Engineering Conference returns on 22nd September 2026 at the Radisson Blu Stansted, bringing together Clinical Engineering and Healthcare Technology professionals from across the NHS and industry.

The 2026 conference will focus on SMART innovation, highlighting technologies, initiatives and approaches that:

- Improve efficiency
- Enhance outcomes
- Support digital transformation
- Align with priorities set out in the NHS 10 Year Plan

Healthcare technology continues to evolve at pace, placing increasing demands on Clinical Engineering and Healthcare Technology teams. This conference will provide a valuable forum for shared learning, discussion and networking, supporting delegates to explore how innovation can be applied in practical, meaningful and system-aligned ways.

Sessions will focus on practical application and shared learning, showcasing how innovation is being used in real-world clinical engineering and healthcare technology settings.

Why Attend?

- Expert speakers • NHS best practice • Innovation insights
- UK-wide networking

Who Should Attend?

- Clinical Engineers • Biomedical Engineers • Healthcare Technology Managers • Medical Device Manufacturers
- Researchers & Academics

The conference programme is currently in development. We are encouraging colleagues to save the date and plan to attend this established NPAG event. Further details, including speakers, sessions and the full agenda, will be shared in due course.



Meet our Sponsors so far....



The NPAG Clinical Engineering Conference was an excellent event, bringing together colleagues, suppliers, and experts from across the field. The agenda covered a broad range of relevant topics... It was inspiring to see how the unique troubleshooting skills of clinical engineers continue to support healthcare delivery from all perspectives, while also shaping the future direction of the industry.

2025 Delegate

Interested?

Contact info@npag.eastamb.nhs.uk for more information or to register interest.

Clinical Engineering Conference 2026:

Sponsorship Packages

22nd September 2026 | Radisson Blu Stansted

Sponsorship packages are still available for the NPAG Clinical Engineering Conference 2026!

PLATINUM Package Exhibition Stand - £1,850 plus VAT. Package to include: -

- Choice of stand location (on a first come basis)
- 2 x 3 metre exhibition stand space
- Company logo included within conference marketing material
- Company logo included on NPAG website in run up to conference
- Social media exposure
- Hand-outs on registration
- 1 x 1/2-page advertisement within NPAG News
- 4 x Delegate Passes (for the exhibitor stand staff)
- 2 x NHS Guest Passes
- B&B on 21st September 2026 for up to 2 representatives

GOLD Package Exhibition Stand - £1,600 plus VAT Package to include: -

- 2 x 3 metre width exhibition stand space (stand position will be allocated by NPAG)
- Company logo included within conference marketing material
- Company logo included on NPAG website in run up to conference
- Social media exposure
- Hand-outs on registration
- 1 x 1/2-page advertisement within NPAG News
- 4 x Delegate Passes (for the exhibitor stand staff)
- 2 x NHS Guest Passes

SILVER Package Exhibition Stand - £1,350 plus VAT. Package to include: -

- 2 x 3 metre width exhibition stand space (stand position will be allocated by NPAG)
- Company logo included within conference marketing material
- Company logo included on NPAG website in run up to conference
- Social media exposure
- Hand-outs on registration
- 1 x 1/3-page advertisement within NPAG News
- 2 x Delegate Passes (for the exhibitor stand staff)

BRONZE Package Delegate Pack Inserts - £550 plus VAT. Package to include: -

- Inserts in delegate packs, as supplied by the sponsor and given to all delegates at registration
- 2x Delegate Passes
- Company logo to be included within all conference marketing material
- Company logo to be included on NPAG website in run up to conference
- Social Media exposure
- Company brochure / Information Sheet on registration
- 1 x 1/3-page advertisement within NPAG News

Interested?

Contact NPAG for further information or a sponsorship agreement form:

info@npag.eastamb.nhs.uk



A TB/AUCTIONS BRAND

EUROPE'S LEADING MEDICAL EQUIPMENT AUCTION HOUSE

POWERING THE GLOBAL CIRCULAR ECONOMY FOR SURPLUS MEDICAL EQUIPMENT.

Contact us to discuss your redundant and decommissioned medical equipment!

+44 (0)1252 299024
enquiries@britishmedicauctions.co.uk

www.britishmedicauctions.co.uk



Everything Ultrasound

ENGINEER TRAINING
 EQUIPMENT MAINTENANCE
 QUALITY ASSURANCE
 PROBE SALES & REPAIRS
 SYSTEM REPAIRS
 EQUIPMENT SALES & RENTALS

Training, partnering & supporting
 EBME / Clinical Engineering Teams
 in Ultrasound Maintenance

Partner with Everything Ultrasound
 Everything you need ...all in one place

“Better Together”



Everything Ultrasound

For Everything Ultrasound reach out to us...
 Tel 03330 121 000
service@everythingultrasound.co.uk
www.everythingultrasound.co.uk

**Training Builds Capability...
 ...Capability Enables Empowerment**




IPEM | Company Member

SMART PROCUREMENT AND RESALE CYCLES



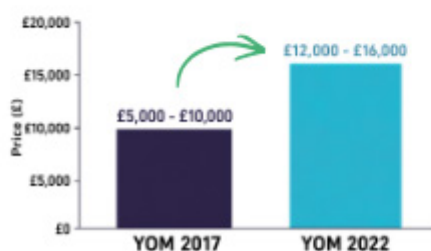
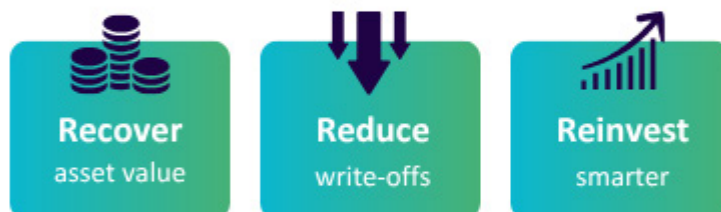
hilditchgroup.com
01666 822577



Decommission smarter, not later.

Most equipment isn't worthless when you replace it. Resale timing and smart resale can boost equipment value.

Find the ideal resale window, helping you recover value instead of writing it off.



GE Voluson E8 BT18
Ultrasound System
YOM: 2017 | Selling for
£5,000 - £10,000
YOM: 2022 | Selling for
£12,000 to £16,000

Do you work in clinical engineering?

BE KEPT UP TO DATE WITH THE LATEST INSIGHTS, TECHNOLOGY ADVANCES,
THOUGHT LEADERSHIP, AND BEST PRACTICE.

TO REGISTER TODAY FOR FREE COPIES OF
THE CLINICAL SERVICES JOURNAL **SCAN HERE**



CSJ
THE CLINICAL SERVICES JOURNAL

IF YOU ARE INTERESTED IN DISCUSSING ADVERTISING OPPORTUNITIES EMAIL:
JAMESSCRIVENS@STEPCOMMS.COM OR GEOFFKING@STEPCOMMS.COM



Follow the CSJ LinkedIn page. Search
Clinical Services Journal

The Clinical Services Journal, Step Communications Ltd, Step House, North Farm Road, Tunbridge Wells, Kent TN2 3DR, UK. Tel: +44 (0)1892 779999 Email: sales@clinicalservicesjournal.com Web: www.clinicalservicesjournal.com



DON'T LET **DOWNTIME** BRING YOU **DOWN**

RAPID EXPERT RESPONSE TO KEEP YOU RUNNING

SERVICE • PARTS • SALES • RENTALS
*CLEAR THE WAITING LIST. WE KEEP YOUR SCOPES **PATIENT READY**.*

☎ 01706 614290
🌐 [PRESCOTSMED.COM](https://www.prescottsmed.com)



PRESCOTT'S MED
SURGICAL MICROSCOPES



Support that goes beyond the fix.

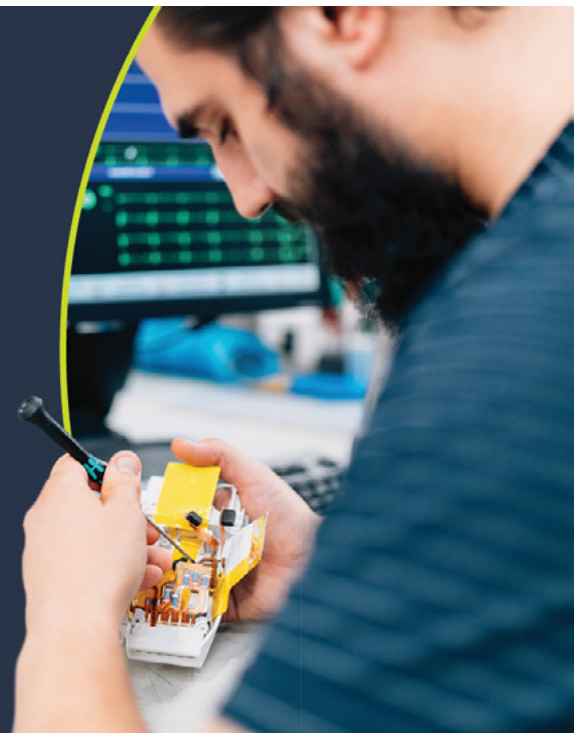
Keeping medical equipment working takes more than parts and repairs. It takes practical advice, responsive service and a team that takes responsibility for solving the problem.

That's how Tenacore helps reduce downtime and keep essential equipment in service for longer.

Better for budgets. Better for sustainability.

Join us at the NPAG Conference this September
+44 (0)1908 766143 | tenacore.co.uk

tenacore



NHS Telephony Support:

Key Themes from a Recent Roundtable

In partnership with NPAG, Soul Technology recently hosted a roundtable discussion bringing together NHS professionals to explore the evolving challenges and opportunities surrounding telephony support.

A key theme emerging from the discussion was that telephony is no longer simply about maintaining a PBX system or renewing a support contract. Increasingly, communications infrastructure is being viewed as a critical element of wider digital transformation programmes, operational resilience and patient care.

A Diverse Technology Landscape

The discussion highlighted the variety of telephony environments across the NHS. While some organisations continue to rely on long-established PBX platforms, others are transitioning towards cloud-based or hybrid communications solutions.

For many Trusts, existing systems remain business-critical. However, ageing infrastructure, supplier consolidation and changing ownership models are prompting organisations to consider how best to support and future-proof their communications strategies.

Choosing the Right Support Model

Participants shared experiences of working with manufacturers, managed service providers and independent specialists. Rather than identifying a single 'best' approach, the discussion focused on selecting support arrangements that align with organisational objectives, available resources and long-term plans.

Resilience and Value

When communications systems underpin clinical and operational services, resilience becomes a priority. Attendees emphasised the importance of proactive support, strong communication from

suppliers and confidence that organisations will be kept informed as technologies and markets evolve.

The group also discussed how Trusts evaluate the value of support contracts—looking beyond cost alone to consider expertise, responsiveness and understanding of the NHS environment.

Looking Ahead

There was broad agreement that there is no single roadmap for NHS communications. While cloud adoption remains a priority for some organisations, others are taking the opportunity to review their wider communications strategy and simplify increasingly complex technology estates.

Perhaps the most valuable outcome of the session was the opportunity for NHS peers to share experiences and learn from one another. Open discussions such as these continue to provide valuable insight as organisations navigate an evolving communications landscape.



NPAG would like to thank Soul Technology for facilitating the discussion and sharing these insights with the wider NHS community.

NPAG Best Value Groups

The following groups are renewing in the coming months:

Estates BVG - New round starting on 17th September 2026

The NPAG Estates Best Value Group is a long-established specialist NHS forum, with over 20 years of experience, and membership continues to grow year on year. The group includes senior representation from Acute, Community and Mental Health Trusts, NHS Property Services and subsidiary organisations, reflecting the breadth and diversity of Estates leadership across the system. By becoming a member of the Estates BVG, organisations are well positioned to stay informed and engaged with national initiatives and emerging priorities. Sessions focus on national priorities, compliance and assurance, and real-world operational challenges. Recent and forthcoming areas of interest include, but are not limited to: new procurement regulations, recruitment, retention and apprenticeships within Estates roles, sustainability, Net Zero and energy resilience, energy security and infrastructure risk.

[Find out more](#)

NPAG Health Visiting & School Health Services Network - New round starting on 7th Oct 2026

This national networking group of NHS Managers and Professional Leads involves the leadership and delivery of healthcare services across the 0-19 age group. Members value the opportunity to learn about and reflect on the many different approaches to management, service delivery and the significant changes and challenges facing services to children, young people, and families. Policies and processes, innovations, ideas, and good practice are freely shared.

[Find out more](#)

Violence Reduction and Security Management Network - New round starting on 15th Oct 2026

The NPAG Violence Reduction & Security Management Network is a nationally recognised and well-established professional network supporting NHS staff involved in violence reduction and security management. With members from acute, community, ambulance, and mental health trusts, the network offers invaluable peer support, expert insights, and practical solutions to the complex challenges faced in this field. Shared agenda items include physical security and violence reduction & staff safety.

[Find out more](#)

NHS Sustainability Network - New round starting on 15th October 2026

In the NHS, sustainability and sustainable development have been on our agenda for many years. As one of the world's biggest employers, we are capable of making a huge difference. The values of the NHS to protect health and wellbeing empower us to take the lead on making healthcare more sustainable. The NPAG NHS Sustainability Network is aimed at managers committed to making a difference. Established in 2012, the group has grown significantly in membership and in influence. Members freely share policies, procedures, and different approaches, as well as asking for advice on things they are struggling with – all aimed at increasing knowledge, saving time, and improving effectiveness.

[Find out more](#)

Interested? NPAG's Best Value Groups provide a structured networking forum for healthcare professionals to meet, discuss current issues and hear from internal and external experts. Visit our [website](#) to find out more or contact the NPAG team for more information at info@npag.eastamb.nhs.uk



National Performance
Advisory Group

Vacancy: Clinical Engineering BVG Facilitator (North & South)

Start Date: Autumn 2026 (handover period with current facilitator)
Location: Hybrid (with in-person meetings in London and Haydock and MS Teams)
Contract Type: Associate (working on behalf of NPAG)

About the Role

We are seeking a dynamic and well-connected facilitator to lead NPAG's Clinical Engineering Best Value Groups (BVGs). This is a unique opportunity to work with an established national network of NHS colleagues, supporting collaboration, benchmarking and the sharing of best practice across clinical engineering services.

Our Clinical Engineering groups bring together Heads of Service and senior leaders to explore key challenges including performance, governance, workforce, and the increasing demands placed on services. A key part of the role is ensuring that each meeting remains relevant, engaging and practical, bringing in the right conversations, insights and guest speakers to support meaningful discussion.

Key Responsibilities

- Facilitate regular Clinical Engineering BVG meetings (North & South; in-person and virtual)
- Shape relevant, up-to-date agendas with members and the Chair
- Source engaging speakers and fresh perspectives through your network
- Lead focused, balanced, outcome-driven discussions
- Support benchmarking (KPIs and shared challenges)
- Support the development of the annual Clinical Engineering conference agenda and chair the event on the day.

Ideal Candidate

- Strong NHS clinical engineering / medical devices background
- Well-connected, able to bring relevant speakers and contributors
- Confident facilitator for senior audiences with strong communication and organisational skills
- Able to work independently and as part of the NPAG team

Why Join Us?

- Work with a respected, established national NHS network
- Play a key role in shaping Clinical Engineering collaboration and benchmarking
- Flexible, associate-based role, supported by an experienced NPAG team, Chair and network of engaged members
- Opportunity to build your profile and connections across the NHS

How to Apply

Please contact Marie Cherry to arrange an informal chat about the role or for further details. To apply, please send your CV and a short statement to: info@npag.eastamb.nhs.uk

www.npag.org.uk info@npag.eastamb.nhs.uk

NPAG Training Workshops For Healthcare Professionals

As part of our aim to support NHS and public sector managers, NPAG offers a variety of healthcare training workshops, working with a network of trainers who are experts in their field.

The NPAG training workshop portfolio includes:

Workplace Wellbeing

A one-day on-site workshop offering a supportive and practical space for to explore strategies that promote personal resilience, emotional wellbeing and a healthier workplace culture. Through interactive sessions, participants gain tools to manage stress, improve self-awareness and foster positive communication - empowering them to care for themselves while continuing to deliver compassionate care to others.

[Find out more](#)

Putting the Patient First: Customer Care & Communication

This one-day on-site training workshop increases awareness of the service user relationships and its importance and impact on your organisation. The bespoke programme will reflect on your organisational core values, ensuring successful and measurable outcomes. Using exercises and various other materials, it will challenge behaviours and attitudes helping promote an excellent service to all service users.

[Find out more](#)

Clinical Development for Occupational Health Professionals

This training provides evidence-based knowledge, theory and professional confidence and competencies. Modules on offer include: COSHH Health Surveillance, Employment & Pre-Placement Health Assessment, Fitness for Work, Human Factors, Ergonomic Assessment & Adjustments, Long-Term Condition, Health & Disability Management, Noise & Vibration Health Surveillance & Case Management, OH Risk Assessment and Performance & Attendance.

[Find out more](#)

Leading Under Pressure

Drawing on evidence-based organisational psychology, this workshop helps leaders develop a sophisticated, psychologically informed understanding of how leadership operates under pressure. Participants explore how stress responses and leadership styles interact to shape team climate, performance and decision-making.

[Find out more](#)

Benefits include:



- ✓ Evidence to the CQC of your commitment to improving patient care through staff training
- ✓ Evidence of contribution towards NHS England's *Promise* to provide a positive and compassionate working culture
- ✓ Practical 'toolkits' to help delegates hone additional skills to enhance their daily role
- ✓ All NPAG workshops are CPD certified, offering standalone professional participatory CPD hours
- ✓ As an NHS organisation, NPAG is able to offer training at very competitive prices

Who are our workshops aimed at?



Healthcare professionals. Training programmes are tailored and developed to meet delegate and organisational needs.

Interested? Visit our [website here](#) to find out more about our workshops here or
Contact Lynn Maddison for further details and booking information at info@npag.eastamb.nhs.uk

NPAGNetwork

Supporting our Members

National Performance
Advisory Group

The NPAG Network is available to all our Members and continues to provide a very welcome service.

NPAG developed the service, recognising the need for a forum for healthcare providers to ask questions, request assistance and information, share documents, and get professional and practical advice from their peers throughout the UK, saving time and money in not reinventing the wheel. Members of the NPAG's Best Value and National Networking Groups form the nucleus of the Network – providing over 600 contacts throughout the UK.



Here are some recent Network questions:



I have a community patient with malignant mesothelioma, caused from asbestosis and the nursing staff are querying the disposal of the chest drains in use. Is anyone aware of a reason why the contents cannot be put in to the toilet like other drains?

With the mention of asbestosis the risk of the presence of asbestos was mentioned but can't see the risk myself.

Waste Management BVG Member

We are putting together a bid pack for a procurement process for a revised Travel and Parking Management Contract using a Crown Commercial Services Framework. Would any members who have completed a similar process have any suggestions for important information to include in the pack, and in particular questions for use as part of the future evaluation of bids they would be willing to share?

NHS Car Parking & Sustainable Travel Network Member

Please could you ask members if any of them have a close relationship with their H&S Manager who may be willing to undertake a peer review of my H&S service ?

Estates BVG Member

We are wondering who else use the Medtronic FT10 Diathermy machines? How you are finding them? Failure rates etc? Are you internally updating the software via VLEX or getting Medtroinc and if doing this internally how did you get on with IT to allow this?

Clinical Engineering North BVG Member

If you don't currently use the service, please do so. You will not be disappointed! Please send your NPAG Network requests to: npagnetwork@npag.eastamb.nhs.uk

Please note, you need to be an NPAG member to submit an enquiry and members must have permission to share documentation with NPAG.

Working in Partnership with NPAG

NPAG has established many important partnerships over the years. We work closely with a number of excellent training providers and business associates.

If this is of interest to you, please contact us: info@npag.eastamb.nhs.uk

What's hot for the coming months:

National Networking Group Meetings Conferences

August

- Decontamination BVG
- Facilities South

September

- IT & Medical Connectivity Network
- National District Nurses Network
- Waste Management BVG
- Estates Management BVG
- Operating Theatre Managers BVG
- Temporary Workforce Network

- Clinical Engineering Conference (22nd September 2026)

Workshops & Events

- Clinical Development for Occupational Health Professionals training workshops
- Putting the Patient First on-site training workshops
- Workplace Wellbeing training workshops
- Leading Under Pressure workshops

Please contact info@npag.eastamb.nhs.uk for more information.

CONTACT US
NPAGNEWS@NPAG.EASTAMB.NHS.UK

EAST OF ENGLAND AMBULANCE SERVICE NHS TRUST,
CHELMSFORD OFFICE,
HOSPITAL APPROACH, BROOMFIELD, ESSEX CM1 7WS

