

October 2026 | Edition 229

NPAG News

Inside this edition

- What NHS professionals have been discussing this year
- How collaboration is helping BVG members in practice
- NPAG Member Survey 2026
- Guest feature: why CPD matters more than ever
- Clinical Engineering Conference 2026 summary report
- Best Value Groups, training workshops, NPAG Network

and much more...

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Welcome to News for October



Welcome to NPAG News for October 2026.

Golden October is here, bringing cool, crisp mornings and mellow afternoons after a summer of unrelenting heat.

That exceptional summer has once again highlighted the need for NHS organisations not only to work towards Net Zero, but also to adapt to the effects of climate change that are already being felt. Building resilient healthcare services capable of responding to extreme heat, flooding and severe weather while continuing to deliver safe patient care is an increasingly important challenge.

Adaptation, learning and continuous improvement are themes running throughout this edition. We are delighted to feature a special guest article exploring why continuing professional development matters more than ever for healthcare professionals, looking at the importance of ongoing learning and development in an increasingly challenging and changing healthcare environment.

We take a first look too at the results of our annual NPAG Member Survey and what you have told us matters most. We also consider some of the key themes emerging across our Best Value Groups in 2026, before taking a closer look at what a selection of our groups have been focusing on over the past few months.

We also look back at September's highly successful Clinical Engineering Conference, with a summary of the highlights, discussions and key themes from the event.

As always, we hope this edition provides ideas, insight and opportunities to learn from colleagues across the NHS.

Have a great autumn, everyone.

Inside This Edition

News in Brief	3
What NHS professionals are talking about in 2026	4-5
How climate change is reshaping NHS operations	6
Benchmarking: turning data into insight	7
Member Survey 2026	8
Guest feature: why CPD matters more than ever	9-11
NPAG training workshops	12-13
Facilitator in Focus	14
Celebrating our Chairs	15
Clinical Engineering Conference Summary Report	16-17
Decontamination spotlight	25
Best Value Groups	26
NPAGNetwork	27
What's hot	28



Shared practice is not just encouraged but actively lived. Thoughtful discussions help us tackle complex topics and see challenges from multiple perspectives.

Violence Reduction & Security Management Network member

News in Brief

Clinical Engineering Members Demonstrate the Power of the Network

The Clinical Engineering North and South Best Value Groups recently demonstrated the value of collaborative working across the NHS. When one member sought advice to support a review of their Medical Equipment Library service, colleagues from a wide range of NHS organisations responded within just 24 hours, sharing valuable knowledge and experience.

The level of engagement highlights a key NPAG benefit of immediate access to trusted peers facing similar operational challenges. Rather than working in isolation, members can draw upon a wealth of real-world experience from organisations across the NHS, accelerating learning, reducing duplication of effort and supporting informed decision-making.

The speed and quality of the response demonstrated how a single question can quickly become a national conversation. By bringing together expertise from across the NHS, NPAG networks provide a platform for knowledge sharing that ultimately helps organisations improve services, enhance operational efficiency and support better outcomes for patients.

This latest exchange is a powerful reminder that one of the greatest strengths of NPAG membership is not just the information shared, but the collective expertise and willingness of NHS professionals to support one another for the benefit of the wider healthcare community.

Dates For Your Diary

Autumn brings several awareness campaigns that resonate across the NHS and NPAG's professional networks. Highlights include World Mental Health Day (10th October), promoting wellbeing and resilience;

National Cyber Security Awareness Month, focusing on digital safety and patient data protection; World Food Day (16th October), encouraging sustainable food practices and waste reduction; and World Kindness Day (13th November), championing compassionate communication and patient-centred care.

These themes are reflected across many NPAG groups and workshops, from Leading Under Pressure and staff wellbeing initiatives to sustainability, digital services and Putting the Patient First. Why not use these national campaigns as a prompt for discussion, learning and sharing good practice within your team?

Member Trust Vacancies Welcome

Did you know that NPAG members can promote vacancies within their teams through the network?

As NHS organisations continue to face workforce challenges, advertising roles through NPAG can help connect vacancies with experienced professionals from across our member organisations. It is a simple way to reach a highly relevant audience, share opportunities with colleagues, and support career moves within the NHS community.

If you have a vacancy you'd like to promote, please [get in touch](#) and we'll help spread the word!

Celebrating 2,000 LinkedIn Followers

NPAG has reached an exciting milestone, with our LinkedIn community now exceeding 2,000 followers. It's great to see our network continuing to grow and to connect with more NHS colleagues across the country.

Thank you to everyone who follows, comments, shares and engages with our updates. Your support helps us spread the word about NPAG's groups, events and learning opportunities.

[Click here](#) to follow our page if you aren't already and stay up to date with NPAG news and views.

What NHS Professionals Have Been Talking About in 2026

From AI and workforce pressures to sustainability and resilience, NHS professionals across NPAG's networks are tackling many of the same challenges. The shared learning and collaboration taking place within NPAG's groups is helping members find practical solutions, benchmark performance and deliver greater value within their organisations.



One of the greatest strengths of NPAG's Best Value Groups and Networks is the opportunity to learn from colleagues facing many of the same challenges across the NHS.

While each NPAG group focuses on a specific service area, the conversations taking place throughout 2026 reveal strikingly common themes. Whatever the field of work, they are navigating a rapidly changing healthcare landscape shaped by digital transformation, workforce pressures, sustainability targets and increasing demands on resources.

Bringing professionals together in a trusted environment enables members to share experiences, benchmark performance, exchange practical solutions and learn from innovations taking place elsewhere in the NHS.

Digital Transformation: Balancing Innovation and Assurance

Across many groups, discussions continue to focus on how organisations can embrace new technologies whilst maintaining safe and effective governance.

Topics such as AI, medical device connectivity, Software as a Medical Device (SaMD), cybersecurity, information governance and digital resilience are appearing regularly on meeting agendas. Members are sharing experiences of implementing new technologies, developing clinical safety processes and preparing for potential system failures through "digital darkness" planning.

The message emerging from these discussions is that while innovation is essential, successful implementation depends upon having the right governance, assurance and skills in place.

Workforce Challenges Remain Front and Centre

Recruiting, retaining and developing skilled staff continues to be a major concern across NHS services.

Members are discussing workforce shortages, succession planning, wellbeing initiatives, professional development and leadership capability. Whether operating within clinical services, operational teams or corporate functions, organisations are seeking sustainable ways to support their workforce in increasingly demanding environments.

Through NPAG groups, members are comparing approaches, sharing successful initiatives and learning from organisations that have developed innovative solutions to workforce challenges.

Learning Together Through Collaboration

Perhaps the strongest theme emerging across NPAG's networks is the growing importance of collaboration.

Members regularly share policies, procedures, benchmarking data, business continuity plans, procurement strategies and risk management approaches. Practical examples exchanged this year have included heatwave response plans, maintenance strategies, information-sharing frameworks and service improvement initiatives. Rather than tackling challenges in isolation, members are benefiting from access to a wealth of collective experience and expertise from across the NHS.

Building More Resilient Organisations

Resilience is no longer viewed as a specialist function. Increasingly, it is becoming embedded within everyday operational planning.

Discussions across NPAG groups have explored Emergency Preparedness, Resilience and Response (EPRR), cyber resilience, security management, Martyn's Law, business continuity planning, energy resilience and climate-related risks.

Members are sharing lessons learned and practical approaches to ensure their organisations are better prepared for disruption, whatever form it may take.

Sustainability Moves Into the Mainstream

Sustainability continues to move from aspiration to action across NHS organisations.

NPAG members are exploring topics including Net Zero ambitions, carbon reduction, energy efficiency, sustainable travel, waste management and environmentally sustainable estate planning. Many discussions have highlighted how sustainability initiatives can deliver both environmental benefits and improved value for money.

By sharing examples of successful projects and practical solutions, members are helping one another accelerate progress towards their sustainability objectives.

Delivering More Value from Limited Resources

Running through many NPAG discussions is the common challenge of how to deliver high-quality services while making the best possible use of limited resources.

Benchmarking, productivity, value-based procurement, service redesign, maintenance optimisation and continuous improvement are regular topics of conversation. Members frequently share examples of initiatives that have reduced duplication, improved efficiency and delivered measurable benefits.

These discussions reinforce the importance of learning from peers and avoiding the need to reinvent solutions that already exist elsewhere within the NHS.

The Value of Membership

Although NPAG's groups cover a diverse range of professions and services, the themes emerging from discussions are remarkably consistent. Digital transformation, workforce resilience, sustainability, productivity and collaboration are challenges being faced across the NHS.

For members, the value lies not only in identifying these challenges, but in hearing how colleagues are responding to them in practice.

Through networking, benchmarking, shared learning and open discussion, NPAG provides a trusted forum where professionals can access real-world experience, gain fresh perspectives and take practical ideas back to their own organisations.

As the NHS continues to evolve, it is clear that organisations are stronger when they learn together, and that is at the heart of what NPAG membership delivers.

NPAG Best Value Groups connect NHS professionals across a wide range of roles and specialties, providing a trusted space to share best practice, solve common challenges and learn from peers. [Explore our groups](#) and discover the benefits of joining the NPAG community.

When the Heat Is On:

How Climate Change Is Reshaping NHS Operations



In September, the Met Office confirmed that Summer 2026 was the hottest since records began in 1884. Following multiple heatwaves and prolonged periods of exceptionally high temperatures, climate change is no longer simply an environmental issue for the NHS but an operational one.



The heat is making day-to-day working more challenging while also driving up pressure on services.

Professor Frankie Swords,
NHS National Medical Director, August 2026

Media headlines have highlighted the scale of the challenge. Some NHS hospitals reportedly recorded temperatures approaching 42°C this summer, with operations cancelled after cooling systems failed and ward temperatures exceeding recommended levels. Clinicians also warned of the impact on patient safety, staff wellbeing and the day-to-day running of NHS services.

These challenges were reflected in recent discussions across the NPAG network. Members agreed that the NHS needs to focus not only on reducing its environmental impact, but on adapting to changes already taking place too. Many healthcare facilities were designed for a much cooler climate, making preparation for the conditions we may experience in five or ten years increasingly important.

Collaboration in Action

NPAG's Operating Theatres Managers BVG has turned discussion into practical action. Members have collaborated to develop a joint Standard Operating Procedure (SOP) for managing extreme heat and humidity in operating theatres. By bringing together learning, approaches and best practice from members' existing SOPs, the group has created a more comprehensive and robust procedure covering monitoring, escalation, risk assessment, patient and staff safety, ventilation and operational decision-making.

It is a good example of the value of the BVG model. Rather than organisations addressing the same challenge independently, members can pool their experience, learn from one another and develop resources that others can draw upon. Thank you to our Co-Chairs, Dr Nigel Roberts and Ajay Sooknah, and Steve Worthington from Stockport NHS Foundation Trust for spearheading this piece of work.

Adaptation does not always require major investment. At Broomfield Hospital in Chelmsford for example, lighting levels were reduced in some areas to help keep environments cooler and improve comfort for patients and staff. Small changes can make a meaningful difference.

Staff wellbeing is also an important consideration, particularly for teams working in uniforms or PPE. The new SOP includes measures such as hydration, additional breaks, staff rotation and monitoring for symptoms of heat-related illness.

As periods of extreme heat become an increasing operational consideration, sharing experiences and practical solutions through networks such as NPAG can help spread good practice more quickly and support NHS organisations to be better prepared.

National Benchmarking

Turning Shared Data into Valuable Insight

Benchmarking is a key component of several NPAG Best Value Groups, giving members the opportunity to compare services, share data and learn from organisations facing similar challenges. By working collaboratively in a trusted environment, members can identify different approaches, highlight opportunities for improvement and use meaningful comparative information to support decision-making and service development.



Waste Management Members Collaborate Through National Benchmarking

Members of the NPAG Waste Management BVG are demonstrating the power of collaboration through their latest national benchmarking exercise.

The exercise has already attracted participation from 19 NHS organisations, representing a broad mix of Acute, Community, Mental Health, Ambulance and Integrated provider organisations from across the country. Members are working together to benchmark a wide range of areas, including waste management structures, governance arrangements, staffing models, training, sustainability initiatives, contract management and operational performance measures.

The findings were recently discussed at a BVG meeting, generating debate and knowledge

sharing amongst members. As a direct result of these discussions, additional organisations have committed to submitting their data, further strengthening the exercise and increasing the value of the information available to the group.

Whilst the detailed findings remain confidential to participating members, the benchmarking exercise provides a trusted environment for organisations to compare approaches, identify opportunities for improvement and learn from peers facing similar challenges.

The final report will provide participating members with valuable insight into how waste management services are structured and delivered across a diverse range of NHS organisations. Members will be able to use the findings to identify opportunities for improvement, support business cases, inform strategic planning and share best practice, helping to drive efficiencies, strengthen governance and support sustainability objectives within their own organisations.

Benchmarking remains one of the most valued benefits of NPAG membership. By sharing information in confidence, members gain access to collective intelligence that supports evidence-based decision-making, service improvement and strategic planning. Ultimately, this collaborative approach helps NHS organisations deliver more efficient services, maximise value and support better outcomes for patients.

Thank you to all members who have contributed to the exercise, and particularly to Jason Mitchell and Kirsten Bain for their work in collecting, analysing and presenting the data on behalf of the group.

For more information and how to join the new round, please [contact the NPAG team](#).

Member Survey 2026: The Value of a Trusted Network

This summer, we asked NPAG members to tell us about the challenges facing their services, how they use their membership and what they value most about being part of NPAG.



The responses paint a clear picture of NHS teams working under significant pressure. Financial constraints feature heavily, alongside workforce challenges, increasing demand, organisational change and the expectation to deliver more with fewer resources.

The survey also highlighted the positive message that when pressures increase, having a trusted network of colleagues who understand those pressures really matters.

Across NPAG's groups and networks, members consistently talked about the value of connecting with NHS peers, sharing challenges and solutions, learning from other organisations and having access to a wider national perspective. Members described the reassurance that comes from discovering that others are facing the same issues, alongside the value of simply being able to ask a question of people who genuinely understand their role.

“Knowing that the challenges I face are shared by others. I'm not alone!”

A willingness to share openly came through time and again. Members talked about NPAG providing a supportive environment where they can discuss challenges honestly, draw on the knowledge and experience of colleagues and learn from what has, and sometimes hasn't, worked elsewhere in the NHS.

Turning Shared Learning Into Action

The survey results also highlighted that the benefits go beyond conversation. Members gave examples of using ideas, resources and experiences shared through NPAG to develop policies, improve processes, inform business cases, identify suppliers, benchmark services and make local changes. In one example, an idea shared by another NPAG member led to a reported saving of £60,000.

“Shared knowledge saves time and otherwise wasted resource in pursuit of our shared goals.”

Others said how learning from others who have already tackled an issue can save considerable time and avoid reinventing the wheel.

The survey wasn't just about what we are doing well however. Members also gave us plenty to think about, with suggestions around benchmarking, face-to-face networking, meeting formats, participation and ensuring NPAG continues to respond to emerging legislation, technology and financial pressures.

Over future issues of NPAG News, we'll take a closer look at some of these themes, including what members told us about the challenges facing their services and where they would like NPAG to focus in the future.

Thank you to all our members who took part!

Learning & Development: Why Continuing Professional Development Matters More Than Ever



By Lucy Kenyon
Occupational Health Transformation Leader

In this guest feature, Occupational Health specialist and NPAG Associate Lucy Kenyon discusses why lifelong learning and professional development matter more than ever.

Learning does not stop when we achieve a qualification, complete an apprenticeship or secure a job. In many ways, that is where the real learning begins.

As professionals, we work in environments that are constantly evolving. New evidence emerges, systems change, technology advances, and the needs of the people we support continue to develop. To remain effective, we must be willing to learn, adapt and grow throughout our careers. This is why continuing professional development (CPD) is so important. It is not simply about maintaining competence, but creating opportunities to deepen our understanding, challenge our thinking and enhance our practice.

Data collated in a recent report from the Higher Level Apprenticeship (HLA) programme in Northern Ireland demonstrates a growing commitment to lifelong learning. The number of learners starting Higher Level Apprenticeships increased from 140 in 2020/21 to 390 in 2024/25, while qualification numbers rose from 25 to 160 over the same period. This sustained growth reflects an increasing recognition that learning and professional development are not one-off achievements but ongoing journeys.

What is particularly encouraging is that this learning is taking place across a diverse range of ages and backgrounds. Significant numbers of learners aged 25 and over continue to engage

in higher-level study, demonstrating that professional development remains important throughout a career, not just at its beginning. Women's participation has also increased substantially, highlighting the value of flexible learning opportunities that allow people to balance professional, personal and educational commitments.

These trends resonate strongly with the work we do within NPAG.

At the heart of our CPD provision is a belief that meaningful learning happens when people are given the time and space to think differently about their practice. While knowledge and skills remain important, transformation often occurs when learners are encouraged to question assumptions, reflect critically on their experiences and engage in conversations that challenge their existing perspectives.

One of the things I value most about the NPAG CPD modules is that participants rarely leave with just new knowledge. Through the sharing of experiences and perspectives, they often leave all of us with new ways of thinking.

There is a common theme connecting our modules throughout our approach. Learning is linked to real challenges from practice.

Within our Occupational Health (OH) modules, participants are encouraged to identify opportunities for improvement within their own teams and services. Rather than learning improvement methodology in isolation, they apply tools and frameworks to issues that matter to them, testing ideas, gathering evidence and evaluating outcomes. Learning becomes practical, relevant and immediately transferable to the workplace.

Through reflection and discussion, participants consider how their values, behaviours and communication styles impact those around them.

“Often, some of the most powerful learning comes not from the facilitator, but from conversations with colleagues who bring different perspectives and experiences.”

This collaborative approach is the foundation of our modules. Participants frequently arrive expecting to learn techniques for delivering OHA. What they often discover is that effective facilitation is less about presenting information and more about creating the conditions for learning. Through experiential activities, peer feedback and reflective practice, participants develop the confidence to facilitate conversations that enable others to think, learn and grow.

Connecting Theory With Practice

These experiences align closely with the educational philosophy of Paulo Freire, first articulated in *Pedagogy of the Oppressed* (1968). Freire challenged traditional approaches to education that positioned learners as passive recipients of knowledge. He described this as the “banking model” of education, where information is deposited into learners by experts. Instead, he argued that learning should be a partnership built on dialogue, critical reflection and shared enquiry.

His ideas remain highly relevant to professional development today. Healthcare professionals, educators and leaders bring valuable experience to every learning environment, and effective CPD should recognise and build upon that experience rather than overlook it. Learning becomes more meaningful when participants have opportunities to connect theory to practice, explore different viewpoints and reflect on how new knowledge might influence their work.

This is one of the greatest strengths of the NPAG approach and is particularly evident in our use of discussion-based learning and action learning. Participants often bring real workplace challenges into the learning environment. Through structured questioning and peer support, they gain fresh perspectives and identify solutions that may not have emerged through individual reflection alone. In this way, learning becomes collaborative, contextual and transformative.

Safe Learning Spaces

Another important strength of NPAG modules is the creation of psychologically safe learning spaces.

Participants consistently tell us that being able to openly discuss challenges, uncertainties and experiences with colleagues creates opportunities for deeper learning. When people feel safe to ask questions, express doubts and explore different perspectives, they become more engaged and more willing to challenge their own thinking. These conversations often lead to the most significant moments of professional growth.



Our programmes also encourage learners to think beyond their individual roles. Whether discussing quality improvement, leadership, workforce development or practice education,

participants are invited to consider the wider systems in which they work. This broader perspective helps them understand how their actions influence colleagues, services and ultimately the people who use those services.

In many ways, this reflects Freire’s concept of praxis: the ongoing cycle of reflection and action. Learners reflect on their experiences, apply new insights in practice, evaluate the outcomes and continue learning from those experiences.

Professional development becomes something that is lived rather than something that is completed.

As a facilitator, one of the most rewarding aspects of working within NPAG is witnessing those moments when participants begin to see challenges differently. Often, the most significant learning does not come from a presentation slide or a piece of reading. It comes from a conversation, a powerful question, or a moment of reflection that changes how someone approaches their practice.

That is the real value of continuing professional development. It is not simply about gaining knowledge or collecting certificates, but nurturing curiosity, building confidence and creating the conditions for meaningful change. Through lifelong learning, we continue to grow as professionals, and improve the experiences and outcomes of the people we serve.

The continued growth of Higher Level Apprenticeships demonstrates that the appetite for lifelong learning remains strong across Northern Ireland. For NPAG, it reinforces the importance of creating learning opportunities that empower people to think critically, share experiences and develop their practice in ways that benefit individuals, teams and organisations alike.



The course was excellent. I thoroughly enjoyed it and can relate all learning outcomes to my daily practice.

In the spirit of Freire's work, professional development is not simply about acquiring knowledge. It is about becoming more reflective, more aware and more capable of creating positive change. As Freire argued in *Pedagogy of the Oppressed* (1968), education should enable people to become active participants in shaping their world. That is perhaps the most important reason why lifelong learning matters.

About the Author



Lucy Kenyon is an NPAG Facilitator with a passion for lifelong learning, professional development and creating meaningful learning experiences. With a background in facilitation, leadership development and quality improvement, Lucy supports healthcare professionals to develop the knowledge, skills and confidence needed to improve practice and lead positive change. Her particular interests include reflective practice, workplace learning, adult education and the application of collaborative learning approaches.

Through her work, she advocates for CPD that is practical, inclusive and firmly rooted in the realities of professional practice.

Lucy's article highlights that effective CPD goes far beyond gaining knowledge or achieving qualifications. By creating opportunities for reflection, discussion and practical application, professional development can support meaningful improvements in practice and ultimately benefit patients, colleagues and services alike.

NPAG offers a range of CPD-accredited workshops, programmes and learning opportunities designed to support healthcare professionals at every stage of their career, helping them develop the skills, confidence and insight needed to lead positive change.

Read more on the following pages about our workshops including those for Occupational Health professionals, run by Lucy Kenyon.

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 us for further details and booking information at info@npag.eastamb.nhs.uk

Clinical Development for Occupational Health Professionals

Practical training modules: online workshop

Occupational Health advisors are leaders in public health in the workplace setting. Their role is pivotal to delivering better workplace support needed to prevent work-related ill-health and improve productivity by reducing the effects of presenteeism, health-related job losses and improve opportunities for job-seekers with health impairments.

It is imperative any training provides evidence-based knowledge, theory and professional confidence and competencies. NPAG's Clinical Professional Development for Occupational Health Professionals training does just that and is specifically aimed at professionals working in Occupational Health.

Each module will:

- ✓ Enable you to hit the ground running in clinical practice.
- ✓ Provide you with the daily clinical and professional skills you require to undertake your duties.
- ✓ Give you the clinical skills to support further academic qualifications and training.



Each module represents standalone professional participatory CPD hours.

Delegate fee: £200 (online) per module

Organisational fee: £1,500 per module (minimum of 8 attendees)

Modules:



Each module introduces recent research and developments, teaching critical thinking over academic content.

1. COSHH Health Surveillance
2. Employment & Pre-Placement Health Assessment
3. Fitness for Work
4. Human Factors in OH, Ergonomic Assessment & Adjustments
5. Long-Term Condition, Health & Disability Management
6. Noise & Vibration Health Surveillance & Case Management
7. Occupational Health Risk Assessment
8. Performance & Attendance

Applicants are encouraged to attend one or more modules as they feel necessary. 8-15 participants per workshop.

[Register interest now](#) for the next round of online modules running in February and March 2027.

[Find out more.](#)



The course was excellent. I thoroughly enjoyed it and can relate all learning outcomes to my daily practice.

2025 Participant

Interested?

Please visit our website or email us at info@npag.eastamb.nhs.uk.

Facilitator in Focus: Georgia Taylor



As Facilitator of NPAG's NHS Sustainability Network, Georgia Taylor brings more than a decade of experience in sustainable healthcare, together with a passion for collaboration and helping NHS colleagues turn sustainability ambitions into practical action.

Georgia's interest in sustainability began during a visit to Iceland in 2009, where seeing the impact of climate change on its glacial landscapes inspired her to study Geography, followed by a Master's Degree in Environmental Management and Sustainable Development.

During her Master's, an interest in sustainable healthcare led Georgia to approach her local NHS Trust to complete her dissertation in the field. With volunteering experience, this led to a full-time role at Manchester University NHS Foundation Trust, where she spent more than five years.

In 2021, Georgia joined Gloucestershire Health and Care NHS Foundation Trust as Sustainability Project Manager. She now provides strategic support across its Green Plan, with a focus on workforce engagement, leadership and net zero, working with colleagues and senior leaders to embed sustainability into organisational strategy.

Sustainability in Practice

Over her career, Georgia has seen sustainability move from being a 'nice-to-have' to a strategic priority. Of the many projects she has supported, her proudest achievement is helping NHS teams improve patient care while reducing their environmental impact.

Georgia believes one of the biggest opportunities, and challenges, is workforce engagement. Sustainable healthcare, she stresses, goes far beyond recycling and switching off lights. It can involve redesigning clinical pathways,

reducing unnecessary interventions, embedding sustainability into procurement or delivering care closer to home.

With NHS colleagues already facing significant pressures, the opportunity is to make sustainability part of delivering better, more efficient healthcare rather than viewing it as an additional work stream.

Collaboration & Shared Learning

Georgia became Facilitator of NPAG's NHS Sustainability Network because she wanted to play a more strategic role in shaping its direction, bringing first-hand understanding of the challenges sustainability professionals face.

"What I enjoy most about the role is bringing people together and being part of a community that is equally as passionate about making healthcare more sustainable."

For Georgia, collaboration is essential. Sharing experiences, successes and challenges helps organisations avoid reinventing the wheel, learn from one another and make better use of limited resources.

Find Your 'Why'

Her advice to NHS colleagues wanting to make a difference is simple: "Find your 'why'." Look at something within your own area that could be improved, be curious and don't be afraid to challenge the mindset of 'we've always done it this way'. She also highlights the value of data in identifying opportunities, challenging assumptions and demonstrating impact.

NPAG is delighted to have Georgia leading the Sustainability Leads Network and bringing her experience, enthusiasm and commitment to collaboration to its members.

Find out more about the NHS Sustainability Network [here](#).

Celebrating our BVG Chairs:

Michael Wood, Clinical Engineering North BVG



As part of our series celebrating the people who help shape and lead NPAG's Best Value Groups, we shine the spotlight on Michael Wood, Chair of the Clinical Engineering North BVG.

With almost three decades in Clinical Engineering and EBME services, Michael brings considerable experience to the role, together with a strong belief in collaboration and shared learning.

Having initially had the opportunity to try the Chair role, Michael enjoyed the experience and was pleased to take it on formally.



It is a privilege to work with an organisation that is working to improve Clinical Engineering, and thereby improve patient

experience. I'm looking forward to working with NPAG to strengthen our profession through discussion and shared learning, spotlighting innovation and getting to know my national Clinical Engineering colleagues better.

A Rewarding Career

For Michael, the greatest reward of Clinical Engineering is seeing its direct impact on patient care, whether through equipment he has commissioned or repaired, particularly in areas such as ICU and Theatres, or through seeing colleagues he has mentored build successful careers.

He is also particularly encouraged by the increasing number of women entering Clinical Engineering. When Michael started in 1998, there were no female engineers in his department. Today, women are an important part of his teams and apprenticeship programme.

The Value of the Collective

Michael believes collaboration between organisations is invaluable, helping teams identify common challenges, share different approaches and learn from one another.

"You have to be humble in recognising the limitations of your own knowledge and be receptive to advice, regardless of the source. Even after decades in this profession I can still be taught by the simple approach of apprentices."

For Michael, this is where networks such as NPAG really demonstrate their value, breaking down silos and reminding professionals that the challenges they face are often shared by colleagues elsewhere.

Looking ahead, succession planning is one of his biggest concerns. With an ageing Clinical Engineering workforce, Michael believes developing the next generation is essential. AI and machine learning present another major challenge and opportunity as they become increasingly embedded within medical technology.

"AI presents both a great opportunity to advance treatment, but also a great challenge in trying to stay one step ahead of its development and usage."

Beyond Clinical Engineering

Outside work, Michael's great passion is music, particularly the guitar, which he has played since the age of eleven. Following a serious accident in 2020 that badly injured his left hand, he feared he might never play again. Six years later, despite lasting damage and having to adapt his technique, Michael is playing once more.

As Michael begins his time as Chair, his experience, openness to learning and enthusiasm for bringing colleagues together reflect the collaborative spirit at the heart of NPAG's Best Value Groups.

Clinical Engineering Conference 2026

Summary Report

The 17th annual Clinical Engineering Conference was a well-attended, fabulous event that gave our members and guests the opportunity to get together and network with each other and a wide variety of manufacturers and suppliers from across



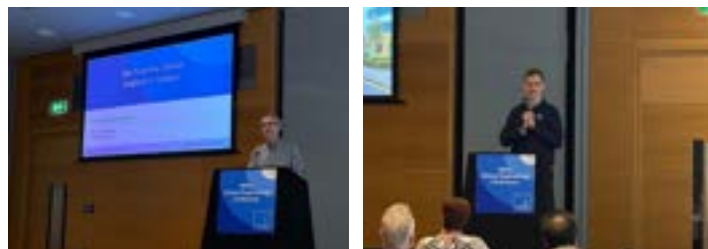
the industry. The event was hosted by NPAG Associate Lawrence Barker along with the Chair of NPAG's Clinical Engineering North BVG, Michael Wood.

This year's theme was 'SMART Hospitals, Equipping and Digital Transformation', exploring innovative technologies transforming hospital design, workflow and the care we provide for our patients.

The day began with an address from Professor Richard Scott, The Proactive Engineers Toolbox. Richard described some of the challenges facing the profession, with ever increasing transition to Health & Wellbeing, SaMD and Wearables. Digital data management skills, medical device regulations and standards offer great potential, while links with clinicians provide opportunities to transform and optimise solutions that fit ever evolving practice.

Carl-Magnus von Behr, Co-founder and Director of CompliMind, next demonstrated the extraordinary efficiencies that AI can bring to facilities assurance, including analysis of contracts and building condition. While it does not currently cover Clinical Engineering compliance, there is clear potential for development.

Michael Wilkening, Vice President Strategy and Business Development at Draeger, then presented Humanising the Intensive Care Unit. He explored



how the intensive care environment can affect patient recovery and shared Draeger's radical new design for an ITU room, incorporating natural light, reduced noise, flexible equipment positioning, smart access control, circadian lighting and AI monitoring. In summary, the space has transformed from a technical solution to house services and equipment to patient centred and designed for healing.

Nata Zaman, Secretary General of The Global Clinical Engineering Alliance, presented Stronger Together: Building National Clinical Engineering Networks for Better Healthcare. The Alliance focuses on Represent, Connect and Advance, strengthening national organisations by encouraging collaboration and providing a shared platform for the profession that bridges countries and national groups. As Nata highlighted, for any professional question or problem that we have, someone, somewhere, has probably had the same issue and solved it.



For the final session of the morning, Umberto Nocco, President of the Italian Clinical Engineering Association, gave an Italian perspective on

the profession. Clinical Engineering has seen progressive convergence between Medical, IT and Telecoms, while the profession increasingly requires ICT skills, an organisational mindset and data handling abilities.

After lunch, David Dunn and Peter Street from Arthrex explored the practical challenges around Smart Integration. These projects often involve many years of working with the client, with a key focus on future proofing and Getting It Right First Time. Their presentation highlighted the importance of involving Clinical Engineers in the design process and ensuring designers and planners understand the detail of integrated clinical spaces.

Maryam Mirjafari, Director of Digital Medical Technology at Kingston and Richmond NHS Foundation Trust, then presented My Journey into Digital Transformation and Leadership. Maryam described how skills acquired within Clinical Engineering, including systems thinking, quality and governance, stakeholder influence, patient safety, data analysis and project delivery, have been transferable to digital leadership. Her closing message asked Clinical Engineers to use their training and experience as a platform, not a boundary.



In the final talk, Saqlain Rajpar from SoftPro Medical Solutions presented a vision for the future of CMMS systems in Smart Hospitals, looking at how information from supplier systems, IoT sensors, cybersecurity and RTLS systems could support greater automation and smarter inventory management, strategic objectives, standardisation and lifetime costs. Much benchmarking data is available to support decision making, including the cost of deferring replacement of equipment.

Industry networking

Networking was also a big part of the day, with plenty of time built into the programme for delegates to catch up with colleagues, make new connections and speak with the 27 industry brands showcasing their products, services and latest innovations. These opportunities for meaningful conversations and shared learning are always an important part of the conference. We'd like to thank our exhibitors and sponsors for their continued support and for helping to make the event such a success.



The NPAG team was delighted to be joined by Jonny Wall, who chatted to exhibitors and delegates for an episode of The Clinical Engineer podcast.

A rewarding day

The Chairs drew the day to a close, thanking the presenters and sponsors. Above all Lawrence thanked the members and guests for attending and making the day a great success.

Please [contact the NPAG team](#) to find out how you can get involved in the Clinical Engineering South and North BVGs.



Good to connect to other professionals that are interested and interesting in their development.

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Metrovision is a medical instrumentation company that develops, manufactures, and markets specific solutions for measuring visual functions. Manufactured in France and distributed in the UK by KHS, Metrovision products are used for the screening and diagnosis of diseases affecting the eye and the visual system. They are also effective for the follow-up of their treatments and for the assessment of visual aptitudes.

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The banner features a dark background with a glowing blue horizon line, suggesting a futuristic or space-themed environment.



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The banner includes a photograph of medical professionals in an operating room on the right side.

Decontamination Network: Members Help Shape NHS Framework

Members of the NPAG Decontamination Network are sharing their expertise to help inform NHS Supply Chain's future framework for decontamination consumables.

Following a presentation from Ian Dodd of NHS Supply Chain, members have been invited to provide practical feedback across endoscopy decontamination and sterile services. This covers areas including product performance, sterilisation packaging, reusable alternatives, Endoscope Washer Disinfector chemistry, supplier support and emerging innovations.

Members are also being asked to consider opportunities for greater standardisation, reducing unnecessary product variation

and introducing value-based procurement approaches, while ensuring patient safety, clinical requirements and effective decontamination remain at the forefront.

By sharing their frontline experience, members can help NHS Supply Chain better understand the challenges faced by services and ensure the framework reflects operational needs across the NHS.

It's a great example of the collective voice of an NPAG network helping to inform national developments, with the potential to support safer, more consistent and better-value decontamination services in the future.

IDSc Congress 2026 23rd - 25th November 2026 Programme Highlights

Emerging Automation in Decontamination:
Reducing variation through engineered processes (Loading/ wrapping/ pre-cleans/ AI tracking)
Digital traceability and AI supported tracking

Regulatory changes for Medical Devices - are you liable:
MDR updates

Surgical robotics- impact and patient outcomes:
Industry partner inputs.

Intelligent Decontamination:
BS 8628
UV decontamination

What Does Assurance Look Like in 2030?
AI driven audit
Automated compliance

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NPAG Best Value Groups

The following groups are renewing in the coming months:

NPAG Violence Reduction & Security Management Network - New round starting 15th Oct

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 4th November 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](#)

NPAG Health Visiting & School Health Services Network - New round starting 19th Nov 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](#)

Waste Management BVG - New round starting 3rd December 2026

NPAG's Waste Management BVG is the largest NHS network of its kind in the UK, bringing together waste management professionals from across the health sector to share best practice, benchmark performance, discuss emerging challenges and influence national policy. The group provides members with direct access to key organisations including NHS England, the Environment Agency and the Chartered Institution of Wastes Management, helping services stay ahead of legislative changes while improving quality, sustainability, patient safety and value for money. Through regular meetings, networking and collaborative problem-solving, the BVG supports members in delivering safer and more effective waste management services across the NHS.

[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

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:



Does anyone have a Trial of Equipment or Consumable form which Clinicians must complete prior to any trials being agreed? We really struggle with getting Clinicians to follow the right process so would like to introduce a form for them to fill out

Operating Theatre Managers BVG Member

What do other Trust's use for dispensing the medicines from Pharmacy? I have just found out that we still use single-use plastic ziplock bags. Has anyone else had success with paper bags (or no packaging) like in high street pharmacies? The plastic bags are apparently 30% recycled content, but that is still not the correct option in my opinion. Any assistance is greatly appreciated.

Waste Management BVG Member

Currently we have some accommodation for staff and patients at STH and he wondered if anyone would be willing to share the cleaning schedules and FR status and any policies and procedures they have around the cleaning of these types of buildings.

Facilities North BVG Member

Do members have a Policy or SOP regarding patients phones/MP3 Players etc./any technology in their possession, and also if especially if in relation to a Learning Disabilities/Autism Environment. The wards are looking at when they can seize ban, remove any items of technology the patient has where the patient or the family have downloaded material prohibited or illegal for them, and that they may also share with other patients. This material may also be contra to their health and behaviour.

Violence Reduction & Security Management Network 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

October

- NHS Car Parking & Sustainable Transport Network
- EPRR
- NHS Transport & Logistics BVG
- Facilities (North) BVG
- Violence Reduction and Security Management Network

November

- Decontamination BVG
- Operating Theatres Managers BVG
- NPAG Health Visiting & School Health Services Network
- National District Nurses Network
- NHS Sustainability Leads Network
- Clinical Engineering (South) BVG
- Facilities South BVG
- Temporary Workforce Network
- Waste Management BVG

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.

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