

Back Office Functions Options Appraisal

A Practice Managers Reference Guide

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Background

The GP Resilience Programme 2017/18 has sought to identify ways to provide immediate and lasting support to practices within the South West London programme. Following feedback from practices, this document has been put together to hopefully save practices time and money when considering various back office options relating to HR, Recruitment, Management, Training, Procurement and Policy Management.

Practices who wish to explore any of the options listed below are encouraged to have discussions with their local CCG and/or GP Federation, as well as exploring the options directly themselves.

GP Team Net

Who they are

GPTeamNet is a web-based sharing and compliance platform for GP practices and practice groups.

What they do

GPTeamNet is able to provide the following:

- Rapid access to information and eases the collection of evidence
- A powerful practice intranet which includes information sharing, CQC compliance and personal CPD records
- Uniquely powerful tools for information sharing, collaboration and shared services
- Facilitates information sharing, communication and engagement in a way that is unmatched by other solutions

From a GP Practice perspective, GPTeamNet can be used for:

- Annual and other leave records
- Staff induction
- Training and development records
- Policies and procedures
- Contacts
- Staff appraisals
- Significant events
- Fridge monitoring

Individuals or specific service areas can create pages where their information can be stored for easy access (e.g. medicines optimisations, safeguarding, CEPN).

Information can be easily stored and notified to individuals within the CCG and within practices, as each user is set up by job role. E.g. If you want to send something for the attention of all Practice Managers, an email alert will quickly direct them to the item in question.

Costs

For further information and costs related to the GPTeamNet product, please contact Clarity Informatics directly with the details provided below:

Clarity Informatics

Address: Deltic House, Kingfisher Way, Wallsend, NE28 9NX

Tel: 0845 113 1000

Website: <https://clarity.co.uk/gpteamnet/>

Practice Index

Who they are

Practice Index is a Directory of useful information for Practice Managers to refer to for guidance covering many of the aspects of the Practice Managers role.

It is intended to be a support and guidance for a new or replacement Practice Manager and may form part of succession planning.

What they do

The directory includes the details of how practice accounts and payroll are kept and provides information on how to prepare the annual accounts for submission to the practice accountants. The directory also includes information on pension.

Practice Index have kindly given permission for this document to be used; free of charge.

Please see below for the Practice Managers Manual, embedded within this document and as a link below:



<https://practiceindex.co.uk/gp/forum/resources/practice-managers-manual-2017.640/>

If Practices require the 'enhanced' service, this is available via Practice Index PLUS. Whether you need a resource, policy, toolkit or HR advice; it is all available through PLUS. For more information, please click on the following link: <https://practiceindex.co.uk/gp/forum/practice-index-plus/>

This is a similar product to FPM (see Section 3 below). Practice Index offers a number of areas and templates which can be adopted to support Primary Care in the following areas:

- Policies and Procedures (If you require a policy that isn't in their library they will write one for you usually within 48 hours)
- HR Guidance In terms of Employment Law
- Recruitment / Advertising for Management Staff
- CQC
- Health and Safety
- Training
- E-learning
- Buying Group
- Marketplace where you can buy and sell items
- Mentoring scheme
- Forum

Costs

Practice Index has approximately 10,000 members and runs a Forum for interactive connections with other staff. Practices can expect to receive free access to certain areas on the website, like the PM forum for example, however full unlimited access comes at a cost of £180 + VAT per annum.

Practice Index have indicated a 20% -25% discount on this price if it is purchased CCG or SWL wide.

Tel: 020 7099 5510

Email: info@practiceindex.co.uk

Website: www.practiceindex.co.uk

First Practice Management (FPM)

Who they are

FPM is a resource support tool for Practice Managers.

What they do

FPM offers support on a number of areas and provide templates which can be adopted to support Primary Care. These areas include:

- Policies and Procedures – almost 6,000 different templates
- HR Guidance In terms of Employment Law
- Web Site Development
- Recruitment / Advertising for Management Staff and Consultancy Staff
- Support regarding Recruitment / Interviewing / selection
- Directory of services

FPM has almost 5000 members and run a blog for interactive connections with other staff.

Costs

FPM costs £295 + VAT per annum

FPM are able to provide Group/discounted rates and can be contacted on the details provided below:

Email: mail@firstpracticemanagement.co.uk

Tel: 0333 240 4010

Website: www.firstpracticemanagement.co.uk

Iris Healthcare Solutions

Who they are

Iris Healthcare Solutions is a payroll and accounting service who offer the following products:

- IRIS GP Payroll
- IRIS GP Accounts
- IRIS HR – Self Service Access for Employees

What they do

- IRIS Managed Payroll Service
- Consultancy
- Training/ Accreditation Courses

Costs

Iris Healthcare Solutions are able to provide costs by enquiry:

Tel: 0161 279 4721

GP Support: 0344 815 5660

Website: www.iris.co.uk/healthcare

Iris HR

Who they are

IRIS HR is a fully functional back office solution to cover all areas of absence leave and GDPR compliance in terms of SAR.

What they do

IRIS HR have a cloud-based document management system for HR documentation, as well as a reporting facility for monitoring absence, costs, staff groups, etc. There is integration between IRIS PAYE and IRIS HR in terms of supporting the data input element. IRIS will also pre-populate some of the database e.g. staff sickness rates and causes.

The embedded document below includes:

- Summary of requirements
- What functionality will be provided
- How the software would be implemented at each practice
- Customisation options costings



IRIS HR - South west
london CCG proposal

Costs

There are negotiations currently taking place with IRIS in terms of GP Resilience support for up to 45 practices. This includes:

- A budget proposal for up to 45 practices for £13k for the first year of service. If either number was to change based on the uptake of the practices or the budget, IRIS will reassess the offer to match the new requirements. This works both ways as IRIS would discuss the options if more practices wished to take up the offer, i.e. those in the patch who have not been identified as currently requiring support through GP Resilience.
- Each practice will become an IRIS customer. This is to allow each practice to manage their own account and be free to purchase other services if they so wish.
- The cost associated with the system at renewal will be provided in advance of the renewal.
- This proposal has been specifically designed for our GP Resilience situation. Therefore some of the wording has been geared towards that we will not pay for the system for the first year.
- IRIS in terms of marketing would request that we become a case study for the IRIS group to use as part of our CCG solution. The details of this will be worked out with us by their marketing team with the companies.

Fairway Pensions Support

Who they are

Fairway Pensions Support deliver an NHS Payroll and Pensions service.

What they do

Fairway Pensions Support offer the following services:

- Pension Administration
- Payroll
- Training
- Pension Audit
- Consultancy

Costs

Fairway Pensions Support are able to provide costs by enquiry:

Address: Suite 1E, South Wing, Prospect House, Fishing Line Road, Redditch,
Worcestershire B97 6EW

Tel: 01527 588088

Website: <https://www.fairwaytraining.com/home>

Manual Processes

Excel Databases

This is an excel database designed to record AL, Sickness, Study Leave, which was initially a template developed by FPM, but amended to better reflect normal primary care working.

There is no cost to the database, however a knowledge of Excel is required in order to utilise the facilities and built in formulas



Annual Leave
Template.xlsx

E-Learning options

As well as Blue Stream (see below) there is provision for mandatory and other training requirements online via Skills for Health (<http://www.skillsforhealth.org.uk/>). An individual quote for these services can be obtained from Skills for Health and group discounted options are also available.

There is also a free option for e-learning via E-learning for health (<https://www.e-lfh.org.uk/>) whereby all staff who have an nhs.net account can be registered to use the available training resources. There is an extensive range of training resources available.

Bluestream Academy

Who they are

Bluestream incorporates a suite of training and development study sessions for all aspects of Primary Care training and staff groups including Mandatory Training Modules.

What they do

Below is a sample of some of the Policies available from around 70 Policies available and applicable to Primary Care Management. Blue Stream is recognised as a training resource for CQC Inspections and Information Governance purposes.

Accessible Information Standard

Bullying and Harassment

Anaphylaxis

Chaperoning

Legionnaires' Disease

Equality and Diversity

Safeguarding Children Level 1

Safeguarding Children Level 2

Safeguarding Children Level 3

Safeguarding Adults

Basic Life Support

Whistleblowing

Costs

Blue Stream offer a minimum charge of £275 + VAT. The pricing Structure is based on £0.085p per patient per annum. E.g. a list of 6,000 patients would be £510 per annum.

For further information, contact:

Email: info@bluestreamacademy.com

Tel: 01773 822549

Web: www.bluestreamacademy.com

ACAS

Who they are

ACAS provide free and impartial information and advice to employers and employees on all aspects of workplace relations and employment law.

What they do

ACAS support good relationships between employers and employees. They provide support with:

- National Minimum Wage and National Living Wage
- Pay deductions
- Holidays
- Redundancy
- Working hours
- Discipline
- Terminating employment - notice periods and pay
- Zero hours contracts
- Equality and discrimination
- Transfer of undertakings (TUPE)

For more information about ACAS, please go to: www.acas.org.uk/index.aspx?articleid=2042

The Surgery Network

Who they are

The Surgery Network is dedicated to helping GP surgeries improve their procurement performance.

What they do

The Surgery Network has a dedicated expert team to deliver cost savings, increased revenue and improved efficiency with all areas of procurement within Primary Care. They claim to deliver immediate benefits in terms of reduced costs (typically 20% to 40%) per annum.

The team have a buying power across a collection of National Practices so can procure best price. They do not pay a retainer to suppliers, so all service providers are keen to ensure they are delivering the best possible price and all under one website to include things like.

- Vaccines and injectables – e.g. Travel
- Treatment Room Supplies – e.g. Couch Roll, Gloves, disposable instruments
- IT Consumables – e.g. Toners, Drums
- Refreshments – e.g. Tea / Coffee
- Stationery and Printing Requirements – e.g. A4 paper, envelopes



The Surgery Network
Overview 2018.pdf

Costs

The Surgery Network charge a list-based fee which is approximately 0.10p per patient per annum, but maintain that they will still save you 20% on current spend excluding the monthly fee. For more information contact:

Email: Robert Legge legge@surgerynetwork.org

Tel: 01722580085 x 5

Website: www.surgerynetwork.org

Hassle-Free Health & Safety

Who they are

Everything a Practice needs to get their Health & Safety sorted and all contained in a boxed set of 2 binders. The MEDICAL Health & Safety Pack has been developed specifically for surgeries and is updated annually.

What they do

If Practices need to get their Health & Safety sorted but haven't the time there are several options on how this can be achieved by:

- Going through the Health & Safety Pack themselves making the policies and procedures bespoke for their Practice
- Teaching Practice staff to use the Pack
- Getting Linden Ruskin to do it all for you via the following two methods:

1. THE QUICK START SERVICE

Whether starting with a Pack for the first time or updating an old version after a lapse of a few years the Quick Start Service has been described as 'a life saver' from the Practice Manager with a CQC Inspection the following week! With only a few final changes to be made at the surgery, this is certainly the fast, hassle-free way to getting your Health & Safety Policy Documents sorted!

2. THE FAST-TRACK MEDICAL HEALTH & SAFETY SERVICE

Introduced in 2010 the Fast Track Service was developed in response to Practice Managers' pleas for an even quicker implementation of the Pack that they had purchased intending to do it themselves.

After minimal consultation with those involved at the Practice, the necessary documentation is produced to make up a bespoke Health & Safety Policy Document as required in law and for CQC. It is collated into the "Our Policy Document" folder of the Pack with extra binders produced for branch surgeries. The customised Policies, forms and tables containing a wealth of "Best Practice" are also then in a format ready for passing on to staff. Action Plans are produced for every individual with Health & Safety responsibilities at the surgery with details of the relevant Sections of the Supplemental to be read to ensure "competence". They also list any remaining tasks that need to be carried out at the surgery. Communication to and from Practice staff and our Health & Safety team can be by telephone, fax, post or email and at times to fit in with the surgery's needs.

Costs

Quick Start Service: Price: **£80** for single site or **£145** for multi-site surgeries (incl. p&p and all communication charges) + VAT.

Fast Track Service: Price: **£465** for single site or **£695** for multi-site surgeries (incl. p&p and all communication charges) + VAT

Email: Linden Ruskin at help@LRTraining.co.uk

Tel: 01278 793200

Website: <http://www.lrtraining.co.uk/>

Workforce Window

Who they are

Complete HR solution. Personalised service at all times.

What they do

CIPD qualified, with over 25 years' experience in Human Resources within the public and private sectors. With specialist experience within General Practice, covering:

- Recruitment,
- Retention,
- Training & Development,
- HR policy development,
- Workforce Planning/Redesign
- CQC compliance
- Monthly Employment Law Update
- Employment Law workshops
- Assisting with Practice mergers (Transfer of undertakings (TUPE))
- Redundancy

Workforce Window was set up in 2004 and has worked with a range of GP Surgeries, CCG's and SHA's, providing the full range of outsourced HR services.

Geographical areas covering general practice HR support include, Croydon, Merton, Kingston, Richmond and West Sussex. Total numbers providing services for, approximately – 100 practices. Full testimonials can be found at www.workforcewindowltd.co.uk

Costs

Practices pay for the service they require.

All charges are negotiable and can be costed on a daily or project rate depending on the service required. Monthly subscription service also available, with no contract or tie in.

Email: Joanne Harding at joanne@workforcewindow.co.uk

Tel: 01243 671 884

Website: www.workforcewindowltd.co.uk

Staff HR, Absences / Availability and Timesheet Comparisons

Who they are

3 Companies have been compared, each providing different pricing structures due to their ranges in functionality:

- WhosOff
- YouMaage
- Rotamaster

What they do

	WhosOff	YouManage	RotaMaster
Overview	Simplistic view of who has booked annual leave	Comprehensive HR reporting tool for all planned and unplanned absences	Automatic rota creation for pooled staff resources across multiple sites
Costs	£642 per annum for 50 employees £882 per annum for 70 employees No training or set up costs required	£900 per annum for 50 employees £1350 per annum For 75 employees Training and set up costs extra	£5.5k per annum for 50 employees £6.5k per annum For 75 employees Training and set up costs extra
Website	https://www.whosoff.com/features/	https://www.youmanage.co.uk/	http://www.rotamaster.co.uk
Summary	<ul style="list-style-type: none"> • Limited functionality. • Excellent visual display • Only serves a purpose to see who is off and to electronically book time off • Needs little time in setting it up. 	<ul style="list-style-type: none"> • Excellent. • Cost is not much more than WhosOff which is very basic • Tried and tested and found to have saved money in managing staff absences. • Comprehensive with a lot of functionality • Additionally acts as a HR repository so information is available online in one place. • Support provided to get employee data installed and reports created 	<ul style="list-style-type: none"> • Very good if you're managing complex services but more applicable to federations than GP surgery. • Very expensive with little value added • Difficult to see how this would help save time and money in a smaller surgery as setting up the rota is not the tricky part. You then need to upload it to EMIS. • The biggest challenges are managing and reporting staff absences which this doesn't do. • Support provided to get employee data installed and reports created

See overleaf for Details of Functionality

Functions, Benefits and Requirements

Functionality	Benefits	Requirement	WhosOff	YouManage	RotaMaster
Absence Planner visible online for employees to view	Staff would then not need to keep asking management what AL they have left. This is time consuming and distracts staff with interruptions.	Essential for Efficiency	√	√	need to pay additional extra
Restrict view of staff sickness	Advisable so all staff can't view sickness records	Essential		√	n/a
Restrict employees take planned time off if	Prevents too many staff being off at once by grouping them in teams. Could be overridden if required	Essential for stability in staffing levels	√	√	√
Generate electronic requests for annual leave	Staff can submit a request for various absences which will trigger email to their manager for approval. This will then be logged	Essential for efficiency	√	√	√
Automatic calculation of annual leave entitlement for new starters and leavers	Can be a time consuming process and not always accurate. This would ensure staff are given correct AL entitlement and when they leave will confirm if they actually owe the surgery.	Essential for efficiency	√	√	x
Generates letters to employees	Automatically populates pre-defined letters inviting people in for HR meetings / discuss their sickness levels etc.	Nice to have for efficiency	√	√	x
Automatic reporting on sickness levels	Helpful for payroll to ensure staff are not overpaid	Essential for efficiency	√	√	X
Inbuilt HR modules	Central place to store staff data	Essential for efficiency	√	√	√
Logs overtime and time in lieu requests	Helpful for payroll	Essential for efficiency	√	√	X
Generates rotas based on pooled resources.	It decides who does what and at which site (e.g. if staff and clinicians are shared across more than one Practice)	Nice to have	X	X	√
Publishes sessions that need cover			X	x	√
Feeds into GMC so a member of staff can't be allocated to do a task if they have not been revalidated	If you have a large number of resources and you need to check they are qualified.	Nice to have	X	X	√
Ensures staff are fairly rotated across tasks	Helpful if one clinician doesn't always want to work extended hours or do a particular role eg. Being Duty Doctor.	Essential if you buy this product otherwise you can't rely on the rota as it would need tweaking.	X	X	√

Insight Solutions

Who they are

Provides Health Check Service on Enhanced Service claims to ensure practices are claiming all they are entitled to.

What they do

A One day onsite health check ensures practices fully understand enhanced services:

- Validate searches and check claims - ensure all services delivered are claimed for, accurate use of appropriate codes (automated & manual claims) and advise on under/ over claims including associated income
- Create target patient lists for each of the ES including outstanding income using the most up to date technical requirements - to help prioritise workload
- Calculate income based on total numbers

An Enhanced Health Check forecast:

- Analyse your data and create target patient lists for each of the ES using the most up to date technical requirements
- Calculate income based on total numbers (see example overleaf)
- Help you understand your workload v income for each of the ES (including vac & imms)
- Identify areas for patient alerts/protocols, robust recalls & consistent data entry (templates)



ES Health Check
Flyer_November 2016



ES Forecasting
Flyer_Feb 2016.pdf

Costs

Costs from £495 + VAT -service comes who state they will guarantee 100% money-back

Email: info@insightsol.co.uk

Tel: 01527557407

Website: www.insightsol.co.uk

Summary Assessment

Evidence and data collection, practice intranet and information sharing tools

Option	Cost	Included	Excluded	Pro's	Con's	Ease of navigation... /5	Quality of product assessment .../5	Further comments
Linden Ruskin	<p>Quick Start Service: Price: £80 for single site or £145 for multi-site surgeries (incl. p&p and all communication charges) + VAT .</p> <p>Fast Track Service: Price: £465 for single site or £695 for multi-site surgeries (incl. p&p and all communication charges) + VAT</p>	Policies, tips, myth busters, training session and support.	<ul style="list-style-type: none"> • 	Takes the stress out of health and safety with tailor made solutions according to Practice's needs.	None			
WhosOff	£642 per annum for 50 employees £882 per annum for 70 employees	Simplistic online view of who has booked annual leave	<ul style="list-style-type: none"> • Excellent visual display • Needs little time in setting it up. 	<ul style="list-style-type: none"> • Limited functionality • Only serves a purpose to see who is off and to 				

<http://bhcic.co.uk/education-training/practice->

[manager-resources/](#)

	No training or set up costs required			electronically book time off				
YouManage	£900 per annum for 50 employees £1350 per annum For 75 employees Training and set up costs extra	Comprehensive HR reporting tool for all planned and unplanned absences includes free trial	<ul style="list-style-type: none"> • Excellent. • Cost is not much more than WhosOff which is very basic compared to what this provides • Tried and tested and found to have saved money in managing staff absences. • Comprehensive with a lot of functionality • Additionally acts as a HR repository so information is available online in one place. • Support provided to get employee data installed and reports created 					

RotaMaster	£5.5k per annum for 50 employees £6.5k per annum For 75 employees Training and set up costs extra	Automatic rota creation for pooled staff resources across multiple sites. Free Trial offered	<ul style="list-style-type: none"> • Very good if you're managing complex services but more applicable to federations than GP surgery. • Support provided to get employee data installed and reports created 	<ul style="list-style-type: none"> • Very expensive with little value added • Difficult to see how this would help save time and money in a smaller surgery as setting up the rota is not the tricky part. You then need to upload it to EMIS. • The biggest challenges are managing and reporting staff absences which this doesn't do. 				
Insight Solutions	Costs from £495 + VAT - service comes who state they will guarantee 100% money-back							
Workforce Window	Can be negotiated according to Practice's needs	Policies, Contractors, Support, Worksops and Newsletters on employment Law		Well respected, gives personalised and professional service. Highly recommended	None			
GPTeamNet	Costs by enquiry	Evidence and data collection, practice intranet and						

		information sharing tools						
First Practice Management	£295 + VAT per annum Group/ discounted rates available.	Complete database of Templates, Guides and useful resource to support Practice Management		<p>You can tailor documents to reflect practice needs.</p> <p>Documents are kept up to date with changes in legislation to support management process'</p> <p>Cost effective solution to support the vast array of knowledge needed to run a Primary Care Organisation</p> <p>A link into staff advertising and HR support</p> <p>No reinventing the wheel – use a template and adapt it to your organisations needs</p>	I can't think of any real issues with this resource as it is cost effective, a reliable source of information content, and supports keeping abreast of legislative change	<p>Has a reasonably good search engine</p> <p>Deserves 5 stars</p>	Most templates are word / excel based and easy to use.	
Practice Index	£180 + VAT Per annum	Policies library, Knowledge bank, PM Forum, useful resource to support Practice Management		<p>You can tailor documents to reflect practice needs. If there isn't a policy you require they will write it for you.</p>	No real issues identified with this resource as it is cost effective, a reliable source of information content, and supports keeping	<p>Has a reasonably good search engine</p>	<p>Most templates are word / excel based and easy to use.</p> <p>5 stars</p>	Also has free access to certain resources like the PM Forum and some policies.

				<p>Documents are kept up to date with changes in legislation to support management process</p> <p>Cost effective solution to support the vast array of knowledge needed to run a Primary Care Organisation</p> <p>A link into staff advertising and HR support including 'locum PMs' and a Mentorship facility</p> <p>No reinventing the wheel – use a template and adapt it to your organisations needs</p>	abreast of legislative change.			The PM Manual is very good and they have allowed us to use it free of charge
Iris Healthcare Solutions	Costs by enquiry	GP payroll, accounts and HR access for employees						
Iris HR	We are hopeful the Resilience Funds will pay for the 1 st year. Ongoing costs from year 2 would be on a concessional	A total solution for staff management. To include Recruitment and HR Contracts, Performance, Appraisal and any other,		<p>No paperwork – staff request leave via an on-line portal.</p> <p>Management Reports which has saved us time in planning rotas, calculating PAYE</p>	<p>Because it is web based, it can take a couple of seconds for a page refresh.</p> <p>More fully aligned integration with</p>	<p>Full control to tailor to the individual practice needs.</p> <p>Has changed how we work completely so I</p>	Very good and IRIS are committed to future development and feedback for what we would	If the Resilience Funds can support the 1 st year of IRIS HR, there is no commitment for practices to

	basis which is thought to be between £1.50 - £2 per employee per month + VAT	Organisational Documents such as Staff Handbook, Grievance, H&S. It provides an extensive mechanism for managing staff absences (sickness, annual leave, maternity etc).		<p>Streamlines staff rotas</p> <p>Built in protocols that manages how many staff may request leave within their team at any given time</p> <p>All HR documentation can be filed for staff to view so compliant with GDPR</p> <p>Cloud based storage solution</p> <p>Staff demographics can be transferred from IRIS PAYE</p> <p>IRIS Support Line and continuing development and improvements</p>	<p>IRIS PAYE would prevent some duplication.</p> <p>Development of IRIS Rota's is underway which would integrate things yet further for larger practices</p> <p>Needs an investment in time to get initial set up completed</p>	would give this a 4.5 out of 5	find helpful or useful	continue to use ongoing
Fairway Pensions Support	Costs by enquiry	Pension Administration, Payroll, Training , Pension Audit , Consultancy						
E-Learning Options	N/A							

<p>Bluestream</p>	<p>Minimum cost is £275 + VAT An average practice with 6000 would be £510 pa based on £0.085 per patient</p>	<p>A mechanism to manage staff training to include mandatory training and organisational Policies i.e. Whistleblowing, Harassment and Bullying, Safeguarding, Life Support</p> <p>There are around 70 Policies supporting Organisational Management</p>		<p>An excellent tool to ensure staff training is evidenced and does not lapse delivered in an easy to follow format with case studies for reflective approach.</p> <p>A complete learning environment for staff at all levels which is backed up by practical testing and certification</p> <p>CQC brownie points</p> <p>Management Reports to keep you abreast of staff training i.e. who and when, what is coming up.</p> <p>One stop shop and learning events can be tailored to certain staff groups</p> <p>Onus is on the individual to train themselves – so pace can be at an individual level</p>	<p>Can be time consuming to complete the modules.</p>	<p>Needs management set up to plan which modules apply to certain staff groups, but once this is set up it becomes an easy management tool to monitor and implement staff training.</p> <p>Can be a tad slow refreshing between pages, but nothing significant</p>	<p>An excellent way to organise several CQC requirements regarding mandatory responsibilities of the employer</p>	
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