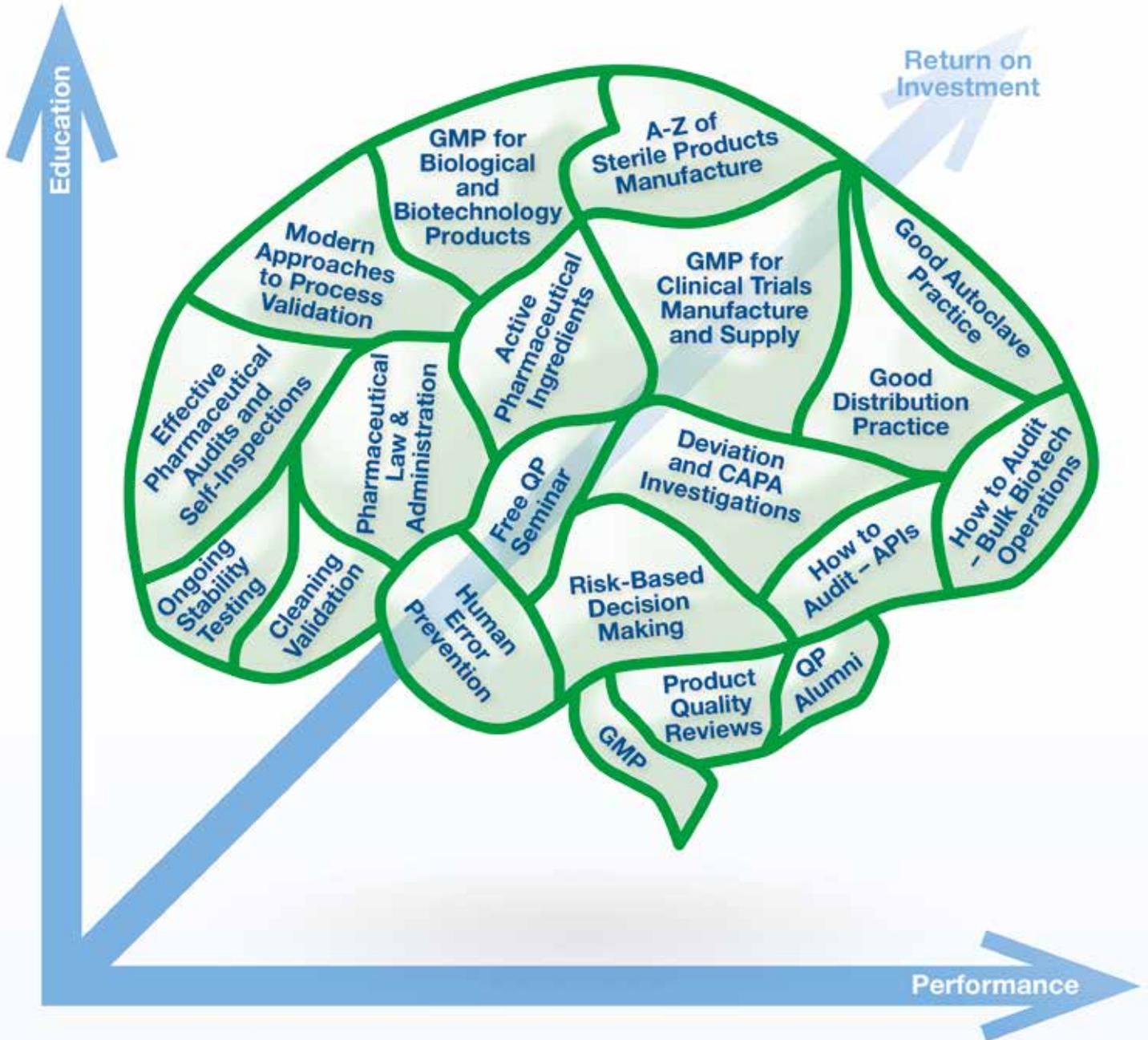




Health Sciences
Pharma
Biotech

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The right people. The right solution. The first time.™



Educational Program Europe

January – December 2015

Why train with us?

The right people. The right solution. The first time.™

Our quality...

Our objective is to provide the best customized programs of education available. The best venues, the best tutors, the best course material, the best follow-up services. Although client feedback is always excellent we're never satisfied with the quality of what we do. Each course is better than the year before.

"Really enjoyable. Presentations and material are excellent. Tutors are extremely knowledgeable. The learning techniques that were taught will be of great benefit."

Adam Brown, Quantum Pharmaceutical

"The duration of the training was suitable, you didn't have to rush. Very good with extra materials about the different subjects. Very good, understandable and experienced instructors."

Jens Harry Jespersen, Statens Serum Institut

"Excellent update. Brief overview, well delivered as always."

Anne Moore, Fleet Laboratories (DDD) Ltd

Our course content...

"Practical sessions were good and greatly facilitated understanding."

Conrad Bosch, The Specials Lab

For more detailed information on any of our courses please contact us on
+44 (0)1751 432999 or
pharmamail@nsf.org

Our tutors...

Each tutor has in excess of 20 years' experience. They understand your challenges and frustrations and ensure you leave each course with your questions answered, your problems solved and your frustrations removed!

"Best part of the course is the tutors' knowledge and enthusiasm."

Julie Hocking, BCM Specials

Your recommendations...

"Course was recommended by a colleague as very good and I was not disappointed. Very well structured, nice length of topics and delivered by very knowledgeable presenters making it very clear, with nice touch of humour. Really enjoyed it. Likewise would thoroughly recommend course. Thank you!"

Siobhan McKinney, Chesapeake Pharmaceutical & Packaging Ltd.

"NSF live up to their formidable reputation!"

Christopher Levick, Ipsen Biopharm

"Great overall outline of GMP. Enjoyed the course and the instructors. I would recommend it to all my colleagues at all levels."

Stephanie Williams, Moorfield Pharmaceuticals

Value for money, time well spent...

Many of our clients keep coming back because they see the return on their investment. They leave with the knowledge and confidence to improve things in the workplace as well as improve their career prospects for the future.

"Instructors' knowledge really showed, enjoyed the entire course and provided me with a good assessment of what I have learned in the IMP world."

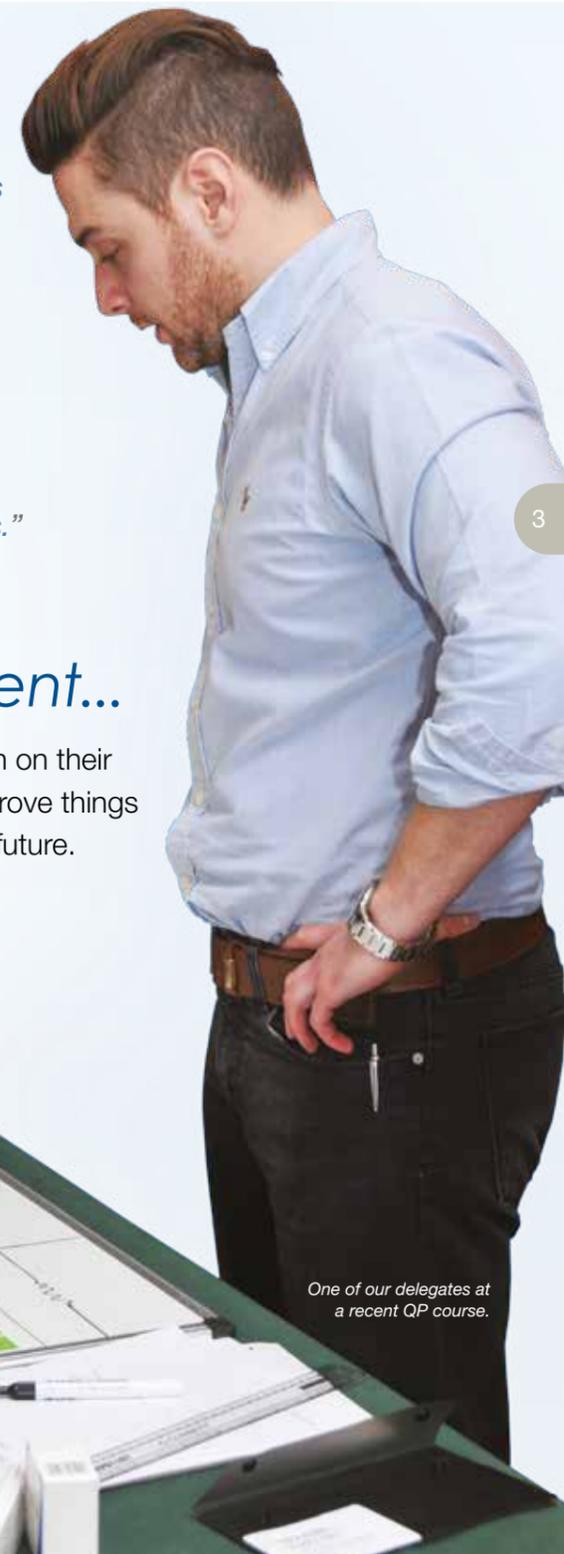
Damian Larrington,
Allergan Europe

"Really enjoyed course – good mix of information and practical application."

Arlene David,
Scottish National Blood
Transfusion Service



An example of a typical day on one of our courses



One of our delegates at a recent QP course.

What can I expect?

Whichever course you select, we guarantee you will think differently afterward. We pride ourselves in providing education that adds value to your company and makes your life easier so you get a return on your investment. We want your experience to be educational, fun and career transforming. This is why so many of our clients come back time and again. Here's what you will experience:

Painless administration!

From registration to payment – we keep it really simple. We also keep in contact with you every step of the way so you know what's going on.

Pre-course information to whet your appetite

You will receive details of the venue, how to get there, and the educational program and objectives. We are also available to answer any questions you have.

The course

We believe you only learn if you're having fun. We work hard to create a relaxed and informal environment so you feel at home straight away. Once you've got to know your fellow delegates we ask you about your own learning objectives and problems you want answers to. Our tutors then customize the course to ensure your personal needs are met in full. As for the tutors: well, our delegates tell us they are the best. 'Experienced', 'extremely knowledgeable' 'inspirational', 'always approachable and available' is the feedback we get. High levels of interaction, problem solving exercises and case studies all help to embed new skills and learning.

You also leave with model answers to all case studies, comprehensive course notes, all the slides ...and a smile on your face!

After the course (we see your attendance as just the beginning of our relationship)

We send you pictures of the flip charts you generated from the problem solving exercises, which provide invaluable, additional learning. We want you to stay in touch with your fellow delegates, your new 'network'. You will receive their email addresses and the group photograph to help. Access to free advice from our consultants, free webinars for selected courses and additional reference materials all help to round off the experience. You will also receive our free Journal, a 'must read'.



What do I do next?

Our commitment is to YOUR career development, not only during a course, but afterwards as well. We are happy to answer any questions you may have, whether it's related to the course you've just done or what your next steps should be. Frequently a delegate's first question after a course is "That was great, but what should I do next?"

Our career path icons will help you select courses which would logically fit together, or which former delegates have linked and found useful. On the following page the courses are grouped together under these icons, and the icons are repeated at the top of each course listing for easy reference.

For example:

- If you've just completed Pharmaceutical GMP, you might want to consider Quality Management Systems as the next stage; GMP also meets the Prior Knowledge Requirements of the QMS Pharmaceutical Lead Auditor course
- Some QP modules have a value to trainee QPs, as CPD for existing QPs, and as follow-up training for technical leaders/auditors throughout the industry

The choice is yours – you can do any of the courses in any order, but the icons will guide you towards a coherent set of skills which will help you in the workplace.

Remember that we're on hand to help with your decision. Our tutors are always happy to talk to individuals about their personal requirements and make suggestions about best ways forward.

Our Career Path Icons



Our Training Courses by Topic

Active Pharmaceutical Ingredients/Excipients

Active Pharmaceutical Ingredients	page 8
How to Audit – Chemical API	page 13

Audit/Self-Inspection

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Clinical Trials/Investigational Medicinal Products

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Good Manufacturing Practice

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Quality Control/Laboratory Management

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Pharmaceutical Microbiology	page 20

Qualified Person Training

*Courses marked with an * are not part of our QP Syllabus but may be of interest to QPs*

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Managing Costs of Poor Quality*	page 16
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Quality Management Systems

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Supply Chain and Distribution

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COURSE DURATION **4 days**



Active Pharmaceutical Ingredients

About This Course

The quality of a medicine depends in no small part on the quality of its ingredients, and in particular the active.

Thus, the Qualified Person and Auditors supporting dosage form manufacture must have a thorough understanding of how the manufacture and control of the active and its supply chain may influence the fitness for use of the finished product.

This is recognized by the regulators, especially in Europe where the adoption of Directive 2004/27/EC has put the responsibility for assuring the quality of the active firmly on the shoulders of the dosage form manufacturer, with certain expectations specifically for the QP.

This course is designed to provide QPs and Auditors with the knowledge and understanding to fulfil your responsibilities with competence and confidence.

Course Outline

Active Pharmaceutical Ingredients

- The regulations
- Manufacturing processes and quality
- Supply issues for the dosage form manufacturer

Bulk Biologicals and Biotech Products

- What is a biological?
- EU and US regulatory aspects
- Essential characteristics of biologicals
- Quality aspects

Excipients

- Regulatory environment

GMP Guidances/Codes

Manufacturing Site Visits

- The course will include visits to state-of-the-art API manufacturing facilities in the area in order to put into practical perspective the key issues discussed in the lectures

Your Tutors

John Johnson
Peter Monger
Susan Rocca

Date/s	Location/s
15-18 June 2015	Newcastle upon Tyne



COURSE DURATION **5 days**



Analysis and Testing

About This Course

Virtually all patient and business critical decisions made by Qualified Persons and other quality professionals are in some way made on the basis of data provided by an analytical laboratory. It is, therefore, of paramount importance that this data is accurate and can be relied upon. Hence, it is essential that these decision makers understand the basis of the analytical techniques used and their respective strengths and weaknesses.

This module seeks to provide a foundation of knowledge which will enable Qualified Persons and others to judge analytical data, ask relevant questions to aid interpretation and know when to call for additional data/advice. This knowledge is also essential when auditing laboratories.

The module is designed for delegates with a scientific educational background who wish to obtain a broader knowledge of Good Control Laboratory Practice (GCLP). The module may also be suitable for analytical chemists who are new to the pharmaceutical industry.

For delegates who already have a deeper knowledge of analysis and testing there will be opportunities to discuss issues with the course tutors.

What You Will Learn

Laboratory Management

- Principles of GCLP/laboratory management
- Handling atypical results (eg OOS/OOT results)

Philosophy and Principles of Analysis

- Sampling methods/regimes
- Analytical validation and method transfer
- Equipment maintenance and calibration
- Stability testing – protocols and methods
- Pharmacopoeia and monographs

Physicochemical Properties/Methods of Analysis

- Analytical method selection
- Physical properties of materials
- 'Classical' methods of analysis
- Spectrophotometric methods
- Chromatographic methods
- Proof of structure methods
- Biological assays

Your Tutors

Pete Gough
Oona McPolin

Date/s	Location/s
16-20 November 2015	York



COURSE DURATION **4 days**



A-Z of Sterile Products Manufacture

About This Course

From Air change rates to Z values and everything in between...

The manufacture of sterile products can only be done safely by those who understand the why, not just the how. Over the last 20 years thousands of delegates have attended this course and applied their knowledge to ensure their companies manufacture sterile products that are safe, effective and regulatory compliant. Our clients tell us it's the best course available.

What You Will Learn

The science and PRACTICAL aspects of:

- Regulatory requirements and expectations AND best industry practices
- Microbiology, bio burden and contamination control
- The what, why and how of controlled environments. Clean rooms, RABS, isolators
- Environmental standards, monitoring methods and data interpretation
- All sterilization methods. The theory, critical control points, validation and trouble shooting. Autoclaves, tunnel sterilizers, filtration, VHP... the lot
- HVAC, water, compressed gases and other utilities
- You will follow a typical manufacturing process from component preparation to aseptic filling and process simulations. Who must do what, why, how and the 'what if'
- How to design risk-based environmental monitoring and sanitization programs
- The theory and practice of lyophilization, blow fill seal and other technologies
- Visual inspection and container integrity testing
- The role of deviation, change control, internal audit and product release systems
- Regulatory 'hot topics' and 'what next' trends

Your Tutors

Darren Jones
Christof Langer

Date/s	Location/s
20-23 April 2015	Manchester
5-8 October 2015	Amsterdam



COURSE DURATION **5 days**



Effective Pharmaceutical Audits and Self-Inspections

(An IRCA Certified Pharmaceutical QMS Auditor/Lead Auditor Course)



About This Course

Supply chain assurance is the key topic in our industry today. From starting material to patient, pharmaceutical companies are expected to be able to demonstrate control. Increasingly that means audit or justify why not!

Regulators' expectations for the quality of audits and their work continue to increase. This course will prepare you to perform your best audit ever. Since the Certified Auditor scheme was launched in 2011 over 500 people have successfully passed through this program.

What You Will Learn

You will develop a toolbox of auditor skills from planning to execution and follow-up.

This course provides the training required for the IRCA certified Pharmaceutical Quality Management System auditor and lead auditor certificate (satisfactory completion of the course exam and post course audit experience are required to gain certification).

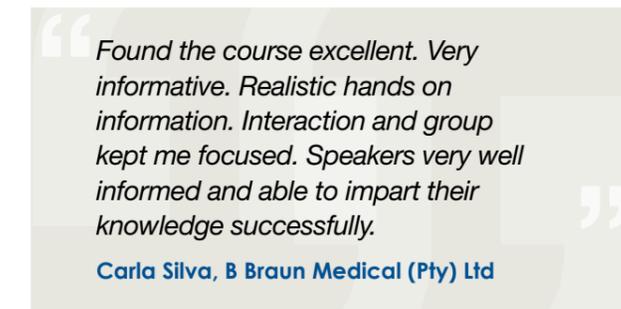
Who Should Attend

- Those who audit and are audited!
- This course has been used to train PIC/S inspectors
- Those engaged in self-inspection activities

Your tutors will be drawn from the following:

Mike Halliday
Liz Allanson
Darren Jones
David Selby

Date/s	Location/s
16-20 March 2015	Manchester
11-15 May 2015	Manchester
21-25 September 2015	York
2-6 November 2015	Amsterdam



COURSE DURATION **1 day**



Free Seminar for Prospective QPs and Sponsors

About This Course

Since 1990, NSF Pharma Biotech and the University of Strathclyde have collaborated to present a structured modular course designed for people wishing to become Qualified Persons. This course is now recognized as the most successful and main route to QP education in the UK and increasingly in Europe.

Who Should Attend

Those who are:

- Planning to train to become a QP
- Interested in maximizing their technical knowledge and value to their organization
- Responsible for QP training or technical development
- Interested in gaining a vocational MSc, Postgraduate Diploma or Certificate

Or want to know more about sponsoring a QP

This is your opportunity to...

- Get an overview of the route to becoming a QP and the structure and content of the modules
- Have 1:1 discussions with NSF Pharma Biotech tutors and the QP Administrator
- Understand the vital role of the sponsor
- Find out what the assessors expect from candidates and sponsors
- Listen to presentations from...
 - ◆ A former QP delegate about their experiences of QP training
 - ◆ An assessor from one of the Joint Professional Bodies
 - ◆ An active sponsor who has successfully mentored a number of trainee QPs
 - ◆ Experience part of a QP module and ask questions of the tutors and current QP delegates over lunch

Your Tutor

Mike Halliday

Date/s	Location/s
19 May 2015	York
20 October 2015	York



COURSE DURATION **3 days**



GMP for Biological and Biotechnology Products

About This Course

The development of new biopharmaceuticals and biotechnology products promises to bring about a revolution in global healthcare. However, the manufacture and control of such products brings with it special concerns and challenges which, if inadequately addressed, could jeopardize product quality and patient safety.

If companies are to be successful in this highly important arena, it is essential that staff at all levels clearly understand...

- The risks and challenges associated with biopharmaceuticals
- The rapidly changing international regulatory demands and expectations for these products
- How these requirements can be translated into a practical, effective and cost-efficient quality management system

All these issues and more will be addressed in this introductory three-day training course.

What You Will Learn

- Current EU and US regulations and expectations for the manufacture of biopharmaceuticals for commercial and clinical trial use
- Key GMP compliance issues for the different stages of the manufacturing process...
 - ◆ Management of seed banks
 - ◆ Small scale and large scale cultivation
 - ◆ Harvest
 - ◆ Separation techniques
 - ◆ Viral inactivation and filtration
 - ◆ Purification techniques
 - ◆ Formulation, fill and finish
 - ◆ Visual inspection of bioproducts

Your Tutors

Stewart Green

Terry Snape

Date/s	Location/s
3-5 February 2015	Manchester



COURSE DURATION **4 days**



GMP for Clinical Trials Manufacture and Supply

About This Course

Companies in the EU have been required to comply with the Clinical Trials Directive for 10 years now, and yet regulatory inspections still uncover critical non-compliances. These deficiencies often relate to inadequate Quality Systems, which are not robust or effective enough to manage the GMP/GCP interface areas in clinical development, thus jeopardizing the results of the trials and putting patients at risk. This course will help QPs, auditors and those working with clinical trial supply.

What You Will Learn

The specific requirements and areas of regulatory focus for the manufacture of clinical trial supplies are explained and discussed in this course.

Questions such as:

- Does the Falsified Medicines Directive apply to clinical supplies?
- How much validation is required and how soon?
- How can the QP ensure effective blinding when the sponsor determines the study design and protocol?
- What GMP implications will there be for the new Clinical Trial Regulation in 2016?

are not straightforward and require those involved to fully understand the risks and regulatory implications. Our highly experienced tutors, including ex-MHRA GMP inspectors, will discuss the answers to these questions and explain the pitfalls and weaknesses still seen in many companies manufacturing and supplying clinical materials.

This popular course will build on the success of previous years and cover all the information necessary to fully understand the GMP requirements and supply issues associated with Clinical Trials.

Your Tutors

Liz Allanson

Darren Jones

Date/s	Location/s
9-12 November 2015	Amsterdam

Very good course. Tutors are very knowledgeable. Very helpful in discussions about scenarios from day to day life... which are very difficult to find in theoretical world.

Gaurav Mehta, Reckitt Benckiser (Healthcare) Ltd

COURSE DURATION **3 days**



Good Autoclave Practice

About This Course

A comprehensive course on the practicalities of...

- Autoclave selection
- Cycle design
- Equipment qualification
- Cycle validation
- Ongoing performance monitoring and management

What You Will Learn

Current Regulatory Issues, Standards and Best Industry Practice for Steam Sterilization

- EU and US expectations compared and contrasted

Microbiology of Sterilization

- The conditions needed to kill microbes
- The kinetics of sterilization (Fo, D and Z)

Steam

- Steam quality testing
- Causes and consequences of steam quality problems

Moist Heat Cycle Types

- Applications, advantages and disadvantages

Good Validation Practices

- DQ, IQ, OQ, PQ

Biological Indicators

- Selection and quality control
- Use and abuse of BIs

Life after Validation

- Planned preventative maintenance and calibration
- Change control

Good Autoclave Practices

- Training of operators
- Management of failed cycles and typical problems
- Measuring and monitoring performance

Your Tutors

Alan Heavey

Peter Monger

Date/s	Location/s
21-23 October 2015	London



COURSE DURATION **2 days**



Good Distribution Practice

About This Course

For many years, regulatory agencies have demanded that temperature sensitive products be stored and distributed under conditions which maintain the safety and efficacy of those products to the patient. This has led to so-called 'cold chain' best practices and guidelines.

Maintenance of the 'cold chain' is essential for products such as vaccines and other biopharmaceuticals. The effectiveness of the cold chain is a major area of concern during regulatory inspections and adverse inspection observations are common.

More recently, however, regulators have broadened the emphasis of temperature control to include all products where defined temperature bands exist, including so-called 'room temperature' or 'ambient temperature' products.

Many companies are still in the process of defining best practices for the storage and distribution of these products. Not surprisingly, therefore, failure to guarantee adequate maintenance of temperature is a common adverse observation during regulatory inspections.

This course is designed to help you avoid regulatory criticism and to assure the quality of your products from factory to patient.

What You Will Learn

- Current international regulatory requirements for controlled temperature storage and distribution of medicines
- How to put these requirements into practice in a scientifically sound and cost-effective way
- Current industry best practice

Your Tutor

Stewart Green

Date/s	Location/s
1-2 December 2015	Manchester



COURSE DURATION **1 day**



How to Audit – Bulk Biotech Operations

About This Course

This course is designed to give existing auditors, who have no 'bio' background, sufficient exposure to some of the specific issues involved in biologics and biotech processing to allow them to approach a biologics/biotech audit with confidence. GMP requirements of both EMA and FDA (CBER) are addressed. The course is ideal for delegates who have either previously attended NSF Pharma Biotech's IRCA certified Pharmaceutical Quality Management Systems Auditor/Lead Auditor course, or who already have a good understanding of the basic principles and practices of auditing and wish to expand their technical understanding to biologics/biotech GMPs. The course can also contribute to registered auditors' and lead auditors' professional requirement for continuing professional development (CPD).

This course will also be ideal for manufacturing and quality personnel already working in a biologics/biotech facility who wish to undertake effective self-inspection.

What You Will Learn

- How to develop an audit aide-mémoire for risk-based auditing of bulk bio manufacturing
- A structured approach to an audit that will address both EMA and FDA expectations
- Reasonable expectations for environmental and in-process monitoring for bio facilities
- Risk-based prioritization of activities to be audited when time presses (doesn't it always!)
- Practice, in a non-threatening situation, in classification of bio facility audit observations

Your Tutor

Stewart Green

Date/s	Location/s
6 February 2015	Manchester

"I liked the discussions and that we were able to ask specific questions."
Henric Larsson, Takeda Pharma A/S, Denmark

"Now understand how to assess a site to be audited."
Marie Healy, Elanco Animal Health Ireland Ltd, Republic of Ireland

COURSE DURATION **1 day**



How to Audit – Chemical API

About This Course

Auditing of API manufacturers is receiving increasing scrutiny from European regulators, primarily as a result of recent issues around counterfeiting of medicines such as the well-known Heparin scandal. In the European Union the responsibility for GMP conformity for the medicinal product lies with the Qualified Person of the holder of the marketing authorization, and this includes GMP at the site of API manufacture.

Since January 2013 the situation has become even more challenging for the MAA holder as the Qualified Person has to declare that they are satisfied with GMP controls within the whole of the supply chain, which includes the supply chain of the API manufacturer(s) used by that MAA holder.

European Union inspection bodies will therefore be placing even more scrutiny on the audits carried out for your companies to allow this declaration around the supply chain.

What You Will Learn

During this course we will discuss the standards used and the industry norms applied during the audit of API manufacturers. The aim of the course is to:

- Improve your knowledge in the area of API auditing
- Improve your skills in preparing for API audits
- Increase confidence in conducting API audits
- Understand how to report observations and respond to corrective action plans

We will also develop the tools you will need such as an audit plan and aide-mémoires to cover specific areas within that audit.

Who Should Attend

Auditors wishing to develop technical skills in auditing chemical API operations. This course will provide useful continuing professional development (CPD) for auditors expanding their areas of focus.

Your Tutor

Susan Rocca

Date/s	Location/s
19 June 2015	Newcastle upon Tyne

"Very knowledgeable tutor. Very interactive."
Alan Holmes, Medtronic Galway Limited, Republic of Ireland

COURSE DURATION **1 day**



How to Audit – Data Integrity

About This Course

Over the past year or so data integrity has become a 'hot topic' for both EU regulatory inspectors and the FDA. Problems with data integrity have been identified at finished product and API manufacturing sites around the globe and have resulted in vigorous regulatory actions such as import bans and recalls. The majority of the recently reported issues with data integrity relate to data generated by QC laboratories; for example modification of HPLC results or simply discarding inconvenient results.

Auditing for data integrity requires a different, more challenging, approach from the auditor. This course is designed to provide you with the necessary skills and understanding to ensure that you can include checking for evidence of data fraud during either specific QC laboratory audits or general GMP audits.

What You Will Learn

- What to look for as evidence of potential data integrity problems
- How to check HPLC data for evidence of fraudulent manipulation
- How to try to distinguish between genuine errors and fraudulent activity
- How company culture can influence behavior

Who Should Attend

This course is essential to anyone who conducts audits of pharmaceutical manufacturers or their suppliers.

Your Tutors

Darren Jones, who is a former MHRA Inspector

Oona McPolin, who is an expert in laboratory data analysis

Date/s	Location/s
1 June 2015	Manchester



Auditing with



To protect the patient, our business and our supply chain we must audit. There is a legal requirement to audit and perform self inspections/internal audits. These requirements are laid down in European legislation and guidelines and enforced by regulators.

For any audit to be of value it is essential that well-trained auditors apply the appropriate standard. We focus on GMP as the standard. This is entirely applicable to our industry covering API, dosage forms and, on a risk-based approach, excipients.

The five-day Lead Auditor course is designed to provide delegates with a toolkit of techniques, skills and knowledge to perform their best-ever audits.

Over the past three years over 500 delegates have attended this training, including EU and PICS inspectors. Delegates have averaged a pass rate of 96%.

Regulators are increasingly asking for proof of auditors' competence and capability to perform these patient and business critical assessments.

Use the other technical courses for auditor CPD. Delegates can join the auditor alumni.

For more information call **+44 (0) 1751 432 999**, email pharmacourses@nsf.org or visit our website at www.nsf.org

COURSE DURATION **2 days**



How to Audit – QC Chemical Laboratories

About This Course

This course is designed to provide existing auditors with the necessary technical detail to enable them to effectively audit a Quality Control (QC) chemical laboratory to ensure that both EU and FDA GMP requirements are met. It is ideal for delegates who have either previously attended NSF Health Sciences' IRCA certified Pharmaceutical Quality Management Systems Auditor/Lead Auditor course or who already have a good understanding of the basic principles and practices of auditing and wish to expand their technical understanding of good QC laboratory practice. The course can also contribute to registered auditors' and lead auditors' professional requirement for continuing professional development (CPD).

This course will also be ideal for personnel who work within a QC chemical laboratory and who wish to learn how to conduct comprehensive self-inspections.

What You Will Learn

- Why it is important to audit QC laboratories
- How to plan QC laboratory audits
- The critical areas to focus on during the audit of a QC laboratory
- How to classify QC laboratory audit observations
- How to develop an audit aide-mémoire for auditing QC laboratories

Your Tutors

Pete Gough
Oona McPolin

Date/s	Location/s
2-3 June 2015	Manchester



COURSE DURATION **1 day**



How to Audit – Sterile Products Manufacture

About This Course

The manufacture of sterile products is perhaps the most hazardous of all pharmaceutical production activities – failures can and sometimes do result in patient harm and death. That is why auditing of sterile filling operations is essential and why it is important that the auditor has the right knowledge and experience to conduct the audit with skill and professionalism.

This short, focused course is designed to help auditors with little or no direct experience of auditing sterile filling operations to know where the risks lie, what questions to ask and how to assess whether or not processes are under control.

What You Will Learn

- What makes sterile products special
- An overview of relevant GMP guidance
- The quality critical steps in sterile filling and how to ensure these are under control
- How to plan an audit of sterile filling
- How to assess the effectiveness of environmental monitoring programs
- The key questions to ask
- What answers to expect!

Your Tutor

Darren Jones

Date/s	Location/s
24 April 2015	Manchester
9 October 2015	Amsterdam

I had a specific requirement to gain knowledge and understanding of sterile processes and sterility to supplement my QP training. The course met my requirements 100%. I also appreciate the extra information passed on by the tutors with my QP training in mind.

Anthony James, Norgine Ltd



COURSE DURATION **2 days**



How to Reduce Repeat Deviations: 5 Key Steps

About This Course

How good is your Deviation and CAPA system... or are you at RISK?

- Can you guarantee your deviations will never happen again, or are costly repeat incidents common?
- Do you use every incident as a learning opportunity for 'Continuous Quality Improvement', or are deviations closed to get the batch released?
- Do you really identify root cause, or just conclude 'Human Error' for most incidents?
- Does your system efficiently 'triage' or prioritize incidents based on risk, or do you treat every incident the same... which is costly and dangerous?!
- Can you report, investigate and resolve deviation incidents in hours, or only within the unacceptably long '30 days'?
- Years after the incident, can you accurately reconstruct the history of the event from the report, or are you left guessing in front of a frustrated inspector?

Your Deviation and CAPA system is a crucial part of your Quality System. It should protect your patients against poor quality medicines and drive Continuous Quality Improvement by stopping inefficient, wasteful and often dangerous practices. This course is not just about how to conduct a root cause investigation, it is much, much more.

What You Will Learn

- How to use your deviations to drive down costs and reduce complexity
- How to make 'repeat' incidents a thing of the past!
- How to apply structured, risk-based decision making tools and techniques to ensure that every incident is investigated to root cause in a consistent and thorough manner
- How to report, investigate and resolve incidents within hours
- How to 'triage' or prioritize deviations

Who Should Attend

This course will be invaluable to anyone involved in the review and approval of batch manufacturing records, and the investigation of deviations, out of specifications, customer complaints, product recalls or any unplanned quality incident.

Your Tutors

Stewart Green
Terry Snape

Date/s	Location/s
27-28 April 2015	Manchester
14-15 September 2015	Amsterdam

COURSE DURATION **3 days**



Human Error Prevention

About This Course

If you think human error is the real cause of your quality problems then think again! It isn't. Human error is only the symptom, never the cause. It is the starting point of your investigation, never the conclusion.

Over the last 5 years delegates from over 245 companies and from at least 4 regulatory agencies have attended this course. All have gone away with very practical tools and techniques to help reduce so-called 'human error'. Remember, error reduction will potentially save you millions and protect you from severe regulatory action. You will go away with the tools needed to reduce errors, protect your business and drive continuous improvement.

What You Will Learn

- Best industry practices: how the best companies gain regulatory and commercial advantage from reducing human error
- The psychology of human error: why do we all make mistakes?
- That human error is only the start of any investigation, never its conclusion
- The anatomy of problems and mistakes and why these are due to multiple contributing factors, never a single root cause!
- How to design processes and procedures to reduce human error
- Practical guidance on how to drive out complexity at every level... for good
- How to build in reliable 'system safeguards' to detect mistakes early on
- How to 'error proof' processes and procedures

Your Tutors

Stewart Green
Terry Snape

Date/s	Location/s
29 April-1 May 2015	Manchester
16-18 September 2015	Amsterdam



COURSE DURATION **2 days**



Managing Costs of Poor Quality

Combining business excellence and GMP compliance

About This Course

As a leader in your organization, you are tasked with one distinct priority. That priority is to detect and tackle business risk and utilize the right resources to mitigate that risk to an acceptable level. Our highly acclaimed NSF courses associated with ICHQ9 quality risk management deal with the former, but how do you ensure that you are clear on what resources you need, where they are expended and whether you are getting a return for that cost? Inadequate placement of finite and often diminishing resources is often cited as a root cause for failure to follow cGMP, regulatory citation, and acts as a barrier to business growth. Companies compete for the best staff but then how are those staff developed, deployed and kept engaged with meaningful, value-adding tasks? One of the chief reasons for staff turnover is a lack of personal development and at the heart of this is often that the individual's skills have been misplaced or misused. So as a leader, how do you ensure your biggest asset (and cost) is best deployed?

What You Will Learn

Studying the reasons for poor quality and being able to quantify the cost of adverse situations and defaults begins the process of using the language your Board members understand – bottom line cost. And taking care of the bottom line and ensuring the organization seeks to detect, quantify and minimize costly defaults or non-value adding activities is crucial to your company's long term business plan.

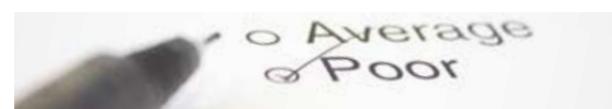
Using a mixture of real life examples, COPQ tools and interactive case studies, the course is pivotal in helping you develop a strategy that drives organizational change, business excellence and cost reduction, whilst ensuring no risks to cGMP or product quality.

Your competitors know that their best (and costliest) asset is people; and ensuring accurate and agile staff deployment (alongside the prevention of concerns on yield, batch disposition and market withdrawal) is central to running a long term, successful pharma business.

Your Tutors

John Johnson
Stewart Green
Frank Dollard

Date/s	Location/s
12-13 November 2015	Manchester



COURSE DURATION **4 days**



Mathematics & Statistics

About This Course

The introduction of the EU requirement for Product Quality Reviews, ICH Q8, Q9, Q10 and Q11, and new guidance from both the FDA and EU on Process Validation, which includes 'continued process verification', all mean that the Pharmaceutical Industry and the Regulatory Authorities are becoming increasingly aware of the benefits that statistical techniques can provide and the vital information that can be obtained by trend analysis. This module assumes that delegates have little or no experience in the application of statistical techniques and will demonstrate how simple statistical tools can be used to turn data into useful information.

What You Will Learn

How to:

- Understand the reliability and accuracy of data and information arising from samples taken from a population
- Monitor and detect adverse trends before a process goes out of control
- Assess the capability and reliability of a process
- Understand the interaction of process parameters via experimental design
- Maintain regulatory compliance

Your Tutors

Pete Gough
Chris Harris
David Young, *University of Strathclyde*

Date/s	Location/s
14-17 September 2015	York

Builds from basic to complex without losing you in the jargon.

Abdul Ghafoor, *Bells Healthcare*



COURSE DURATION **3 days**



Modern Approaches to Process Validation

About This Course

This course will look at modern approaches to process validation, including the design of facilities and the qualification of equipment and utilities. It will start by looking fundamentally at the whole validation concept, why validation makes sense and what the objectives are. The course will explain how process validation must link to patients' needs and the regulatory requirements. It will explain how tools such as risk management, statistics and change management are used to accomplish this. It will show how this modern approach can add real value to your business and provide better protection to patients.

It will also show how these concepts can be applied to existing processes with beneficial results.

What You Will Learn

- How validation activities link the patients' needs to the product and the associated manufacturing process
- The modern regulatory expectations for process validation, including qualification and validation requirements
- How to develop a strategy for process understanding for both new and existing products that will link to process validation
- How to plan, design, execute and document qualification and validation activities
- The tools that can be used during process validation; eg risk assessment and statistical tools
- Practical application of the 2011 FDA Process Validation Guidance

Who Should Attend

This course will be invaluable to anyone who is already familiar with the 'traditional' approach to process validation and would like to learn more about the new paradigm. This is likely to include:

- Process development
- Technical support
- Validation
- Quality assurance
- Qualified Persons

Your Tutors

Bruce Davis
Line Lundsberg

Date/s	Location/s
16-18 June 2015	Manchester



COURSE DURATION **5 days**



Pharmaceutical Formulation & Processing Part 1

About This Course

Once a new chemical entity has proved its potential in clinical studies, the challenge begins to formulate the compound into an effective medicine and to manufacture that medicine reliably so that safety, quality and efficacy are assured.

Parts 1 and 2 of this module address the two important activities of formulation and processing and provide key information on...

- How the physico-chemical attributes of the drug and the therapeutic indication influence:
 - ◆ route of administration
 - ◆ dosage form
- Assuring bioavailability
- Methods of manufacture of oral dosage forms
- Factors affecting suitability for use of the major dosage forms

In the listing for Part 2 (see right) we explain why an understanding of these issues is so vital for the Qualified Person and other key technical personnel.

What You Will Learn

Formulation Issues

- Molecular properties of drugs and how these can influence metabolism, stability and biotransformation
- Pharmacokinetics
- Bioavailability
- Bioequivalence

Oral Dosage Forms – Tablets, Capsules, Liquids

- Major processing methods for solid dose, liquids and semi-solids
- Formulation challenges for the oral route of administration
- Critical process steps
- Key GMP requirements
- What goes wrong and the role of the QP

Your Tutors

Mike Halliday
Pete Gough

Date/s	Location/s
19-23 January 2015	York



COURSE DURATION **5 days**



Pharmaceutical Formulation & Processing Part 2

About This Course

In the listing for Part 1 (see left) we describe the overall focus of this module. The Qualified Person, and other key technical personnel, MUST have a detailed understanding of the topics covered if they are to...

- Assist in the design and implementation of relevant, effective quality systems for dosage form manufacture
- Contribute to the RISK ASSESSMENT process for processing changes and unplanned deviations
- Assess the adequacy of cleaning strategies
- Assess the potential impact of changes to physical and chemical attributes of starting materials

Course Outline

Parenteral Products

- Routes of administration
- Formulation considerations
- Major processing methods
- Critical process steps
- Key GMP requirements

Inhalation Products

- The respiratory route of administration
- Formulation considerations
- Major processing methods
- Critical process steps
- Key GMP requirements

Topical Products

- The dermal route of administration
- Formulation considerations
- Critical process steps
- Key GMP requirements

Your Tutors

Graham Clapperton
Christof Langer
Erika Notman

Date/s	Location/s
9-13 March 2015	York

Excellent course delivered by industry experts. QP scenarios help you to deepen your level of understanding while training for the real world.

Tim Johnson, Aeropak (Chemical Products) Ltd

COURSE DURATION **3.5 days**



Pharmaceutical GMP

About This Course

It is a legal requirement that all staff receive regular training in Good Manufacturing Practice.

This course is designed to provide you with up-to-date knowledge of new and impending GMP regulations and current 'hot topics'.

Europe's Most Popular GMP Course!

- In the last eight years, over 1000 delegates from all over Europe have attended this very popular course
- This course repeatedly achieves the highest customer satisfaction level of any of our courses, with 95% of delegates rating it "very good" or "excellent"
- This course now forms an entry level GMP training requirement for our very popular Pharmaceutical Quality Management Systems Auditor/Lead Auditor Training Program
- This highly interactive course involves considerable delegate participation throughout

This Course Will Cover...

- Why we have GMP
- EudraLex Volume 4
- A clear comparison of EU and FDA GMP requirements
- Up-to-the-minute information on new GMP initiatives and regulations
- Practical advice on dealing with the 'difficult areas' of GMP
- A panel discussion session to explore YOUR specific GMP problems

Who Should Attend

- New starters in the industry in their first 1-5 years
- Experienced staff changing roles to work in a GMP environment
- Experienced staff benchmarking current trends

Your tutors will be drawn from the following:

Mike Halliday
Liz Allanson
Darren Jones

Date/s	Location/s
23-26 March 2015	Manchester
6 -9 July 2015	Dublin
23-26 November 2015	Amsterdam



COURSE DURATION **5 days**



Pharmaceutical Law and Administration

About This Course

Pharmaceutical law and administration is a key foundation knowledge requirement for all Qualified Persons (QPs). This is clearly spelled out in the relevant article of European Directives 2001/82/EC and 2001/83/EC and in the current UK Qualified Person Study Guide. The QP must ensure that the relevant laws are being complied with. Thus, a thorough understanding of the laws and legal processes, within Europe and beyond, is essential. This is equally true for other pharmaceutical technical managers and technical site leaders.

What You Will Learn

- Why we have medicines laws and what they seek to achieve
- The laws and legislative processes within the EU which impact on medicinal products, and hence the role of the QP
- The UK medicines legislative framework
- US and other international pharmaceutical legislation
- Other relevant laws and guidelines

Your Tutors

Pete Gough
Liz Allanson
Darren Jones

Date/s	Location/s
19-23 October 2015	York



You made what could have been a very dry subject relatable and understandable. Lots of knowledge that needs to be assimilated, and some excellent pointers to action when I return to work.

Nigel Hall, Catalent Pharma Solutions

COURSE DURATION **1 day**



Pharmaceutical Legislation Update: Continuing Professional Development for Qualified Persons & Technical Personnel

About This Course

The Qualified Person, other technical personnel and management all need to be informed and aware of current pharmaceutical legislation. Changes in legislation and guidelines, and the interpretation of them, can have significant implications for the individual and their company. This is the continuation of a very successful series of one-day seminars that are designed to keep you up to date with the latest developments and form part of your Continuing Professional Development.

What You Will Learn

- The reality and interpretation of recently approved and new draft EU legislation and guidance, including changes to EU GMPs
- An update on ICH and other international initiatives
- USA changes to legislation and FDA guidance
- UK updates

Who Should Attend

Although designed primarily for Qualified Persons, these seminars provide rapid, efficient updates on issues of direct relevance to technical and managerial personnel in a broad variety of roles, including:

- Quality management
- Production
- Engineering
- Regulatory affairs
- Research & Development

Your Tutor

Pete Gough

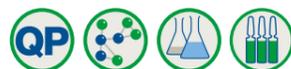
Date/s	Location/s
25 March 2015	Manchester
6 October 2015	Manchester

Came with questions which were all answered during the course of the day.

Janet Stone, Catalent Pharma Solutions



COURSE DURATION **5 days**



Pharmaceutical Microbiology

About This Course

Microbiological contamination of products and processes continues to be a major concern to the industry and its regulators. The potential impact of such contamination can be catastrophic. Put simply, microbial contamination can kill your patients and your business! This course, for non-biologists and microbiologists, is designed to provide you with the knowledge, confidence and decision making risk assessment skills to prevent this happening. You will learn:

- The basic characteristics of all microorganisms found in your pharmaceutical environment, how they get there and how you can remove them
- How you can sample, isolate, count and identify these microorganisms
- How to prevent contamination of your products and processes using practical risk management and risk assessment tools and techniques
- How to interpret microbiological data in order to make the right 'risk-based' decisions – decisions that will satisfy the regulators, protect your patient and improve your operational efficiency

This Course Will Cover...

- Microorganisms: understanding your 'enemy'!
- Microbiological methods: 'how to' guidance
- Microorganisms and your products, procedures and plants
- Microorganisms: how to remove them!
- Decision making and problem solving

Your Tutors

Erika Notman
Mike Russell

Date/s	Location/s
18-22 May 2015	York

For me it has been a great learning week, with amazing atmosphere and very deep group discussions. Tutors did excellent work during the lectures.

Javier Castañeira, MSD Animal Health, Spain



COURSE DURATION **3 days**



Pharmaceutical Packaging

About This Course

Despite advances in technology, quality problems with packaging still continue to occur. Print origination and packaging processes continue to be a major reason for product recall! This course has been carefully designed to cover all important aspects of the packaging process, from selection of suitable components, pack design, packaging processes and their associated GMP challenges, through the supply chain to the patient.

This Course Will Cover...

- Packaging components
- Pack design
- The packaging process
- Regulatory aspects
- The route to the patient
- Concerns for the QP

Who Should Attend

The course aims to provide the necessary understanding of packaging materials and the packaging process to enable the Qualified Person to carry out his/her duties with knowledge and professionalism.

Equally, the course will be of value to staff involved in Packaging Development, Packing Operations, QA and QC.

Your Tutors

Erika Notman
Gary Rees

Date/s	Location/s
10-12 February 2015	Amsterdam



COURSE DURATION **3 days**



Pharmaceutical Quality Systems: Best Industry Practice

About This Course

How good is your Pharmaceutical Quality System? Will it comply with the requirements of ICH Q10? Will it satisfy the ever increasing demands of global regulatory agencies? With increasing levels of Warning Letters and the like is your PQS at risk? How does your PQS compare with the best in class?

Over the last 25 years NSF Pharma Biotech has audited many thousands of quality systems, some bad, many good. We have also looked at how those in the aviation, micro-electronics and automobile industries manage quality. From this research we have identified industry best practices for quality management systems. By sharing these, this course will help you to strike the right balance between compliance and effectiveness, and achieve operational excellence.

Would You Like Answers To The Following?

- How can we achieve operational excellence?
- How do we successfully implement ICH Q10?
- What do the regulators expect?
- What does a simple and efficient PQS look like?
- How can we get our PQS to do more with less?
- How do we simplify our PQS?
- How do we improve what we've got!?
- How can we ensure our PQS drives continuous improvement?

Who Should Attend

Anyone interested in having a pharmaceutical quality system that is compliant and cost effective!

Your Tutors

Martin Lush
Stewart Green

Date/s	Location/s
9-11 November 2015	Manchester



COURSE DURATION **2 days**



QP Alumni

About This Course

The NSF Pharma Biotech QP Alumni is a not-for-profit body run by past delegates for the benefit of QPs to provide Continuing Professional Development and a forum for discussion and exchange of ideas.

Why This Training Will Benefit YOU

- Networking with European QPs and fellow professionals
- Meeting with regulators and industry leaders
- Benchmarking and sharing best practice
- Debate and discussion of new legislation and its cost-effective implementation
- Review and development of influencing strategies
- Legal updates
- Technical updates
- Qualifying CPD

Who Should Attend

This course is by invitation only and is restricted to those delegates who are classed as 'cores', that is, they have attended four or more QP modules.

Your Tutor

Mike Halliday

Date/s	Location/s
4-5 June 2015	York

- At the 2015 meeting we look forward to welcoming back:
 - ♦ Richard Andrews from the MHRA, who is going to spend a day interacting with us and reviewing current hot topics such as Data Integrity and GMP/GDP regulations
 - ♦ Liz Allanson, for her annual regulatory update
- We are inviting speakers from industry to speak to us on topics such as bio/cell therapy and wholesale suppliers, particularly around comparator supplies
- We are looking forward to providing best practice learnings on mentoring and sponsoring the next generation of QPs
- As always, the meeting will provide you with an opportunity to network
- Course rate is the same as last year!

COURSE DURATION **5 days**



Quality Management Systems

About This Course

We all know that the quality of your products depends on the quality of your people and the effectiveness of your Quality Management System (QMS). In fact, as Qualified Persons (QPs) and quality professionals, you can't release product and stay in business unless your QMS is 'in control'. This is easier said than done. Supply chains are more complex than ever before and you are being asked to do more with less, and faster! It is not surprising that failures in QMS are a key reason for severe regulatory action in Europe and the USA.

This course will provide you with answers to some really tough questions.

What You Will Learn

- How to meet the ever increasing demands of global regulatory agencies, both now and in the future
- How to succeed when others have failed and implement ICH Q10 (Pharmaceutical Quality Systems) successfully throughout the product lifecycle
- Contractors and third parties – how to manage quality across your supply chain, no matter how complex
- How to simplify every aspect of your QMS to reduce bureaucracy and improve speed and flexibility
- How the best in class manage quality to improve their competitive edge and improve regulatory compliance

Your Tutors

Mike Halliday

Liz Allanson

Rob Hughes

Date/s	Location/s
13-17 April 2015	York



We Come to You!

- If you want to educate, train and develop one or two people, send them to our public courses
- If you want the most cost-effective way to give a common message to a group, we can come to you

We can cover a multitude of internal training requirements to help you meet your business and legal commitments on training. The regulators demand it and we can help you achieve the best possible training outcomes. Training varies from:

- Basic 'must have' courses offered off the shelf for those on a budget
- Courses leading to final certification in auditing and internal auditing
- Customized courses built for your needs, often based on our public courses
- Qualified Person or Quality/Technical Leadership programs based on our world-class QP education program

For more information call **+44 (0) 1751 432 999**, email **pharmacourses@nsf.org** or visit our website at **www.nsf.org**

COURSE DURATION **2 days**



Rapid Change Control

Pure and Simple

Your Challenges

- Your world is changing every day. New products, procedures, equipment, ways of working. Change, change and more change!
- To survive, your change control system must be simple, fast and effective. A slow, bureaucratic and complex system is not good enough. The longer your change control SOP, the more dangerous it is. More than 5 pages? Think again
- If your change control system approves everything it's not working
- If your change control system takes longer than 30 minutes to review and approve a routine (non-regulatory) change, it's simply not good enough
- Research confirms that up to 80% of 'approved' changes fail to deliver any lasting benefit
- Your business depends on hundreds of third parties. Do you sleep easy at night confident their change control system is fit for purpose?
- The change control systems of third parties are rarely audited (challenged) rigorously enough
- Getting people enthused and motivated about change control!

What you will learn: The solutions you will leave with!

- How to review and approve changes within minutes, not hours
- How to use your change control system to STOP unnecessary change so you can focus on the 20% of changes that matter
- How to ensure that approved changes are implemented correctly and add value
- How to control change with your third parties so you can sleep easy at night
- How to audit change control systems *properly*
- The measures you can use to prove your system is working
- How to make people smile with enthusiasm when they talk about change control!

Who Should Attend?

Change control is a key *business* system that must be owned by all. This course will appeal to anyone who interfaces with your change control system. Manufacturing and Engineering, QA and QC, Regulatory and those involved in auditing and managing third parties. Whether involved in the manufacture of licensed products or those destined for clinical trials, this course is for you.

Your Tutors

Stewart Green

Rob Hughes

Date/s	Location/s
2-3 July 2015	Manchester

COURSE DURATION **2 days**



Risk-Based Decision Making for Quality Professionals and QPs

The Course that Helps you Sleep!

You come with problems and leave with answers

- Environmental monitoring failures. What do you do?
- Contractor A or B. Which one do you select?
- When does a complaint become recall?
- Where do you focus your resource for maximum benefit?
- Stability test failure. What do you do next?
- Product release. Do you reject or release the batch?
- Unsure of how to make grey area decisions?
- What do you do when facts, data and time are limited?

What you will learn to improve your sleep

- How to take a structured approach to decision making
- How to control your emotions and focus on the facts
- You will practise a range of decision-making tools and techniques. Simple and fail safe FMEA, HACCP, FFA and more
- We will give you decision-making checklists and process flows to use in the workplace
- How to tackle even the most challenging problems and decisions
- How to turn 'data' into information that will drive your decision
- How to be calm, focussed and decisive

Your tutors will be drawn from the following:

John Johnson
Stewart Green
Gary Rees

Date/s	Location/s
3-4 March 2015	Amsterdam
29-30 September 2015	Manchester



COURSE DURATION **4 days**



Risk-Based Decision Making in Sterile Products Manufacture

About This Course

Manufacturing sterile products is easy – until things go wrong! When things go wrong catastrophically, decision making is relatively straightforward. However, things are rarely so 'black and white'. The biggest challenge facing anyone in sterile products manufacture is to deal with the 'grey area' problems which arise almost daily. The objective of this course is to help you improve your problem solving and decision making skills when presented with any situation associated with the manufacture of sterile products. The skills you learn could save your company millions in rejected product!

What You Will Learn

You will be given the skills and, through practice, the confidence to deal with any situation and make the right risk-based decision no matter how challenging the scenario. For example:

- High environmental counts in a Class A (viable and non-viable)?
 - Unexpectedly high pre-filtration bioburden counts?
 - Momentary drop in temperature and pressure during autoclave cycle?
 - Filling room occupancy higher than has been simulated during media fills?
 - HEPA filter integrity test failure during requalification?
 - Sterile filtration of solution takes longer than is permitted in the manufacturing instruction?
 - Higher than normal reject rate during visual inspection?
 - High microbial counts on hands of operator detected at exit monitoring?
 - Unplanned deviation from approved sterilizer loading pattern?
- ...and many more

Who Should Attend

This course is intended for staff with several years' experience of sterile products manufacture and who are required to take decisions when things don't go according to plan! Thus, the course will be of immense value to managers and supervisors in the following disciplines:

- Quality assurance (including Qualified Persons)
- Production
- Quality control
- Validation
- Engineering
- Quality compliance

Your Tutors

Gary Rees
Terry Snape

Date/s	Location/s
22-25 June 2015	Manchester

COURSE DURATION **4 days**



The Role & Professional Duties of the Qualified Person

About This Course

The principal objective of this course is to emphasize how the QP should conduct themselves in discharging their legal duties.

Of paramount importance is the ability to focus on the broad issues of managing quality and to bring these issues together in a cohesive way when making decisions to certify medicinal products.

Throughout the course, therefore, delegates will have the opportunity to test their skills via interactive 'release or reject' scenarios.

The role and duties of the QP are constantly being added to and it is essential that QPs keep up-to-date with these new expectations. This course covers these new challenges in detail to help you understand them and their impact.

The course will also include a simulation of a typical UK QP interview as conducted by the three professional bodies.

What You Will Learn

- The detailed legal and professional duties of the QP
- The QP Code of Practice
- EU legislation and its implications
- The role of the QP in complex manufacturing scenarios
- How to be an effective QP
- Product certification/release criteria
- Routes to becoming a QP across the EU and the UK assessment procedure
- The future of the QP role
- Critical management skills: Leadership, Communication, Change and Influencing

Your Tutors

Pete Gough
Erika Notman

Date/s	Location/s
20-23 July 2015	York



Course Fees



Our prices represent excellent value for money. Our courses are highly interactive and the tutors are on hand throughout to answer your questions, so you'll be ready to put what you've learnt into practice. You will also be provided with comprehensive course materials, which will be an essential reference tool when you return to work.

Please note the separate table for our QP course prices.

Standard Course Fees

Course Duration	2015 Prices
5 days	£2750 per delegate
4 days	£2550 per delegate
3.5 days	£2200 per delegate
3 days	£1910 per delegate
2 days	£1470 per delegate
1 day	£735 per delegate

Discounts available: Second delegate from same site: 20%
Further delegates from same site: 50%

QP Course Fees

Course Duration	QP Series 13
5 days	£3350 per delegate
4 days	£2680 per delegate
QP Alumni – 2 days: £475	

Please note that all prices are in Sterling and VAT is payable where applicable. Please refer to our website, www.nsf.org/info/pharma-training, for full booking terms and conditions.

January	February	March	April	May	June	July	August	September	October	November	December
1	1	1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2	2	2
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14	14	14	14	14	14	14	14	14	14	14	14
15	15	15	15	15	15	15	15	15	15	15	15
16	16	16	16	16	16	16	16	16	16	16	16
17	17	17	17	17	17	17	17	17	17	17	17
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26	26	26	26	26	26	26	26	26	26	26	26
27	27	27	27	27	27	27	27	27	27	27	27
28	28	28	28	28	28	28	28	28	28	28	28
29	29	29	29	29	29	29	29	29	29	29	29
30	30	30	30	30	30	30	30	30	30	30	30
31	31	31	31	31	31	31	31	31	31	31	31

Venues used:

- Amsterdam Marriott Hotel, Amsterdam, The Netherlands
- Carlton President Hotel, Utrecht, The Netherlands
- Park Hotel Amsterdam, Amsterdam, The Netherlands
- Hilton Dublin Hotel, Dublin, Republic of Ireland
- Hilton London Hyde Park, London, UK
- Renaissance Manchester City Centre Hotel, Manchester, UK
- Manchester Marriott Victoria & Albert Hotel, Manchester, UK
- Newcastle Marriott Gosforth Park, Newcastle, UK
- Hilton York Hotel, York, UK
- York Marriott Hotel, York, UK



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