



We are
**always
learning**



Norfolk and Waveney
Integrated Care Board

Learning and Development Opportunities



We want to support you with your ongoing development of knowledge, skills and behaviours that will create an organisation where opportunities for learning and developing are plentiful, and we are all supported to reach our potential. We want to make sure that you all have equal access to learning and developing opportunities.

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Appraisals/Performance Development Review

During an appraisal, the conversation should include an honest review of an individual's performance, behaviours, career aspirations and challenges as well as any development needs.

This document outlines the personal development opportunities currently available to staff working within the ICB. This is not an exhaustive list, and over time this document will be updated as the portfolio is developed and expanded upon.

Personal Development Plans

When completing a Personal Development Plan (PDP) it is useful to reflect on what is needed to be effective and to maximise potential; for the individual, the team, and the organisation.

Development can come from a variety of activities, ranging from formal training to experiential learning, to coaching and mentoring. The 70:20:10 model is a practical metaphor illustrating the fact that people learn anywhere, at any time, mostly from their work and from others. It's based on the principle that:

- 70 percent of learning comes from experience, experiment, and reflection
- 20 percent derives from working with others
- 10 percent comes from formal interventions and planned learning solutions

The 70/20 could come from;

- Stretch projects
- Increased scope & responsibility
- Networking
- New technology
- Secondments
- Volunteering
- Coaching & Mentoring
- Shadowing
- Action Learning Sets

Development Type

When planning development discuss what type is required, ideally a PDP should cover all three domains;

| | |
|----------------------------------|---|
| Functional/Task/Technical | Skills, expertise, and knowledge to be effective in role |
| Interpersonal | Social and relationship skills that are needed to be an effective individual and team member |
| Organisational/System | Skills required to effectively meet organisational objectives, especially to support wider system working |

Growth

When considering development opportunities, do you need '**depth**' to deepen knowledge and expertise, '**breadth**' to broaden or share knowledge or '**stretch**' to challenge you?



Springboard Women’s Development Programme

A successful, award-winning development course for women. The aim of the programme is to enable women to take more control over their own lives by identifying the clear, practical, and realistic steps that they want to take and developing the skills and confidence to take them.

| | |
|-----------------------------|---|
| Duration | 8 virtual sessions |
| Hours | 3 hours per session |
| Cost | Free/fully funded |
| Topics | By the end of the programme participants will have; <ul style="list-style-type: none"> • increased confidence • improved self-esteem • be more proactive • take responsibility for their own self development • communicate effectively • be more assertive • define clear goals • be re-motivated and re-energised |
| Aimed at | Exclusive to women employees in pre-professional and support roles, including but not limited to; HCA/Support workers, receptionist, medical secretary, administrator, and technicians. This is open to any female working in health or social care in Norfolk and Waveney, in AfC bands 1-5 roles (or equivalent) |
| Application Deadline | The current cohorts are closed for applications however please contact nwicb.workforce@nhs.net to express your interest, get added to the waiting list or just to find out more |
| Further details | www.springboardconsultancy.com/springboard |



NHS Leadership Academy Programmes

| | | |
|----------------------|------------------------|---|
| EDWARD JENNER | Duration | Approx. 6 weeks |
| | Weekly Study | Recommended 5 hours of self-led work per week |
| | Cost | Free |
| | Aimed at | Anyone who is interested in healthcare leadership. The programme supports individuals to develop essential leadership skills. Completion of the programme leads to an NHS Leadership Academy award in Leadership Foundations |
| | Further details | https://www.leadershipacademy.nhs.uk/programmes/the-edward-jenner-programme/ |
| MARY SEACOLE | Duration | 6 months |
| | Weekly Study | The programme is delivered in 12 units, each taking between five and ten hours of online study time in addition to 3 full day workshops |
| | Cost | £995 |
| | Aimed at | Those in their first clinical or non-clinical leadership role. Completion of the programme leads to an NHS Leadership Academy Award in Healthcare Leadership |
| | Topics | The modules cover leadership fundamentals, fundamentals of finance, recruitment and selection, fundamentals of HR, appraisals, and annual review. There is a single written assignment at the end, asking participants to reflect on their leadership impact. There are no formal academic requirements |
| | Further Details | https://www.leadershipacademy.nhs.uk/programmes/mary-seacole-programme/ |

| | | |
|--------------------|------------------------|--|
| STEPPING UP | Duration | The programme is between two to three months long and runs across four or five residential dates depending on banding (or cohort). |
| | Cost | Fully funded by the Academy <i>(If participants withdraw from the programme before fully completing it, and without extenuating circumstances, their organisation will be liable to bear the full cost of the programme which is £1,500)</i> |
| | Aimed at | The Stepping Up programme is a leadership development programme for aspiring black, Asian and minority ethnic (BAME) colleagues who work within healthcare in Bands 5-7 roles (the NHS or an organisation providing NHS care). The programme is designed to bridge the gap between where applicants are and where they need to be, to progress into more senior roles. Successful applicants will be empowered to drive forward the inclusion agenda and develop their skills and abilities in order to grow and progress. |
| | Further Details | https://www.leadershipacademy.nhs.uk/programmes/the-stepping-up-programme/ |


Norfolk and Waveney 'Stepping Up' Programme


#WE CARE TOGETHER




In addition to the above Leadership Academy 'Stepping Up' Programme, there is a local programme for our BAME colleagues in the Norfolk and Waveney system. The current cohort is closed for applications however please contact nwicb.workforce@nhs.net to express your interest, get added to the waiting list or just to find out more

| | | |
|--------------------------|------------------------|--|
| ROSALIND FRANKLIN | Duration | 9 months and it incorporates blended learning with mandatory and comprehensive online learning, virtual workshops, and small group work |
| | Weekly Study | 4-5 hours per week |
| | Cost | £1,200 |
| | Aimed at | For clinical and non-clinical middle leaders aspiring to lead large and complex programmes, departments, services, or systems of care. It aims to help shape individuals' knowledge, skills, attitudes, and behaviours to help them become outstanding, compassionate, and inclusive leaders, working at all levels across the health and care system. |
| | Further Details | https://www.leadershipacademy.nhs.uk/programmes/rosalind-franklin-programme/ |

| | | |
|---|---|---|
|  | Duration | The programme is available via a 24-month programme of part-time study |
| | Weekly Study | 15 hours/week |
| | Cost | £6,000* for staff working in health and care |
| | Standard Eligibility | <p>To be eligible for the programme, applicants need a minimum of:</p> <ul style="list-style-type: none"> • A UK Honours degree in any subject with a minimum result of 2:2 or above, or an equivalent qualification* AND • A minimum of three years of relevant experience in leading teams or services* <p><i>* If you don't hold a degree or equivalent professional qualification, further evidence will need to be provided with your application.</i></p> |
| | Aimed at | This programme is aimed at mid to senior-level leader, aspiring to take on a more senior role while, at the same time, looking to have a wider impact by leading a culture of compassion. The aim is to equip individuals with the confidence to challenge the status quo and drive real and lasting change to improve the patient experience. The programme is fully accredited, leading to an NHS Leadership Academy Award in Senior Healthcare Leadership and a Masters in Healthcare Leadership |
| Further Details | Elizabeth Garrett Anderson programme – Leadership Academy | |

| | | |
|---|------------------------|---|
|  | Duration | The programme is available via a 12-month programme, designed to improve patient care by utilising and unleashing the talents of BAME leaders at the most senior levels (Band 8a and above) |
| | Weekly Study | 15 hours/week |
| | Cost | <p>Fully funded by the Academy</p> <p><i>(If participants withdraw from the programme before fully completing it, and without extenuating circumstances, their organisation will be liable to bear the full cost of the programme which is £2,800)</i></p> |
| | Aimed at | You've worked your way up. You've trained, self-improved. You've given up your own time. You've inspired others and earned respect. You've overcome adversity. You've proven just how good you are. But you're not done yet. If your next move is towards a board level position, or a significantly more senior role then this programme can help realise your potential |
| | Further Details | Ready Now programme – Leadership Academy |

| | | |
|---|-----------------------------|---|
|  | Duration | The programme is available via a 12-month programme of part-time study; workshops, learning sets and online via a virtual campus, it includes 12 study days (in 4 'residential' blocks) |
| | Weekly Study | 15 hours/week |
| | Cost | £4,500* |
| | Standard Eligibility | <p>If you are:</p> <ul style="list-style-type: none"> • Aspiring to move into a board role within the next two years, or already in the first two years of your board role • Ready and committed to further developing your skills, knowledge, attitudes, and behaviours through a demanding leadership development programme with peer assessment • Motivated by the opportunity to apply your new executive leadership approach directly to your organisations |
| | Aimed at | This programme is aimed at senior clinical or non-clinical leaders aspiring to executive director (or equivalent) roles across the NHS, including providers, commissioning organisations, arm's length bodies, national organisations, and wider health and care. |
| | Further Details | Nye Bevan programme – Leadership Academy |

*The NHS Leadership Academy has a bursary scheme that supports talented individuals from under-represented groups across leadership levels who, without financial help, would miss out on the opportunity to access to the leadership development programmes. For information on eligibility, and whether a bursary is available for each programme, please check the 'Key information' section on the specific programme page on the website.

Due to the ongoing impact of Covid-19, some of the above programmes have been postponed for the next cohort. New recruitment dates to be published. Please see the relevant programme webpages for further details and how to register interest.



Leadership Academy Programme New for 2022

| | | |
|---|-----------------------------|---|
| Foundations in System Leadership; collaborating in health and care | Duration | <p>Self-led work covering three main themes.</p> <p>What is system leadership? Why is it important? How do you do it?</p> |
| | Cost | <p>If you work or study in the United Kingdom and have a role or a placement in health, care, local authority, or a voluntary sector organisation you can the join the course without charge. The course is hosted by our partner FutureLearn, for a free programme upgrade apply through the NHS Leadership Academy before starting the programme. The upgrade enables you to obtain a free certificate of achievement.</p> <p>For more details of eligibility for a free upgrade please read the requirements</p> |
| | Standard Eligibility | <p>This programme is open to all colleagues working in health, care, local authorities, and voluntary organisations who would like to explore what system leadership means. Whether you're new to health and care, an aspiring leader at the start of your journey, or interested in finding out more about cross-sector collaboration, you're the perfect candidate.</p> |
| | Aimed at | <p>This programme is primarily designed for those working in health, care, local authorities, the voluntary sector, and other partner organisations who are curious about understanding what systems are, how they function and how to lead effectively within them.</p> <p>This programme will be ideal for you if you:</p> <ul style="list-style-type: none"> • would like to know more about working across organisational boundaries • want to understand what system leadership and systems thinking means and how you can practically apply these to your work • are passionate about improving healthcare and wellbeing outcomes for your local population • think that system leadership is the way forward and you want to increase your ability to practice it confidently • are wondering if systems leadership is just the latest buzz word and want to understand what it's all about |
| | Further Details | <p>Foundations in System Leadership; collaborating for health and care – Leadership Academy</p> |

Apprenticeships through the Leadership Academy

NHS Leadership Academy is working with apprenticeship providers to offer access to our leadership development programmes as part of apprenticeships

These apprenticeships provide learners the opportunity to gain a formally recognised qualification from the apprenticeship and NHS Leadership Academy's leadership development programme in one course.



Click here to find out how they work

[About Apprenticeships on offer – Leadership Academy](#)



Click here to find out who our partners are

[Apprenticeship Partners – Leadership Academy](#)



Click here to find out the types of apprenticeships on offer

[Apprenticeships on offer – Leadership Academy](#)

These include a wide range of programmes in a variety of occupational areas;

Leadership & Management, HR and Learning & Development, Finance, Procurement, Hospitality, Project Management, Coaching & Mentoring, Digital, Sustainability and Quality & Improvement

NHS Healthcare Leadership Model (HLM) – Self Assessment Tool

The way that we manage ourselves is a central part of being an effective individual, team player and leader.



Who is it for?

The NHS Healthcare Leadership Model is useful for everyone because it describes the things leaders should be doing, explains why these are important and demonstrates how you can develop across the nine dimensions of the model, even if you're not in a formal leadership role.

It is vital to recognise that personal qualities like self-awareness, self-confidence, self-control, self-knowledge, personal reflection, resilience, and determination are the foundation of how we behave. Being aware of your strengths and limitations in these areas will have a direct effect on how you behave and interact with others, and they with you. Without this awareness, it will be much more difficult (if not impossible) to behave in the way research has shown that leaders should.

How does it work?

The model is made up of nine leadership dimensions, which you can explore in your own time, at your own pace. You'll find brief descriptions of each dimension – why it is important and 'what it is not' – so that you can fully understand it in relation to your role.

Once you've explored the dimensions, you may want to undertake the self-assessment tool, which helps you to assess your leadership behaviours and more fully understand your leadership development.

Cost:

Free to NHS employees

Further details

leadershipacademy.nhs.uk/resources/healthcare-leadership-model/supporting-tools-resources/healthcare-leadership-model-self-assessment-tool/

NHS Healthcare Leadership Model (HLM) – 360° Feedback

Two key skills that are useful to your own personal development, and to support your colleagues to grow, is the ability to give effective feedback and the courage to receive it. A 360° feedback is a powerful tool to help individuals identify where their strengths and development needs lie regardless of job role.

The process includes getting confidential feedback from line managers, peers, and direct reports (if applicable). As a result, it gives an individual an insight into other people's perceptions of their leadership abilities and behaviour.

There is a 360° feedback tool based on the Healthcare Leadership Model which is available to help give individuals gain an insight into other people's perceptions of their leadership abilities and behaviour.

How does it work?

The model is made up of nine leadership dimensions, individuals undertaking the 360° invite their 'raters' and line-manager to give feedback on their leadership abilities and behaviour. The individual completes a self-assessment against the same dimensions.

All raters are asked to reflect on;

- how important these behaviours are to the individual's job role?
- what level does the individual perform at against the model?
- how consistently do they demonstrate the behaviours?

Facilitated Feedback

An accredited HLM Facilitator will work with the individual in a dedicated feedback session to help them interpret their report. The report enables a robust development conversation as individuals can see not only how they rate within each of the Healthcare Leadership Model dimensions, but also how important they and their raters feel those dimensions are for their role; highlighting strengths (both known and hidden) and identifying any areas for development.

Cost: Usually £40 (+VAT) unless the individual is on a relevant NHS Leadership Academy Programme (or contact j.catlin@nhs.net as the ICB has some credits to cover the cost, dependant on role)

Group/Team Reports

It is also possible to compile group reports which brings together the ratings of a particular group of individuals. The group report gives an indication of current performance and provides a platform from which an accurate picture of strengths & development areas across the group can be built.

Further details

www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/supporting-tools-resources/healthcare-leadership-model-360-degree-feedback-tool/





Coaching and Mentoring

East of England NHS Leadership Academy Coaching & Mentoring for Leaders

The East of England NHS Leadership Academy offer a range of Coaching and Mentoring opportunities

Coaching and mentoring for leaders

The Academy have partnered with selected coaching companies and other leading-edge organisations to provide free, confidential, 1-2-1 coaching or mentoring support sessions for all NHS and social care leaders.

Further details <https://people.nhs.uk/coaching-and-mentoring-for-leaders/>

Please note that as capacity for this offer is limited, priority will be given to those with significant organisational, system or national-level leadership roles. Applicants will be asked to make a short case for how they meet these criteria and how they, their team and/or patients will benefit from the coaching



If you work in **Primary Care**, please see the [Coaching support for primary care staff offer](#) to see if this is right for you.

Recognising that frontline primary care colleagues, both clinical and non-clinical, are continuing to work hard caring for their patients.

Individual coaching is available with a skilled and experienced coach who will work with you to discuss any area of your wellbeing that you would like to address. They will listen, ask questions, and support you to develop practical strategies to cope with your situation and stay well.

It might be that by having a one-off conversation you will have all the strategies you need, or you might find a few sessions helpful. It is all led by you.

East of England Leadership Academy: Introduction to Coaching Skills for Managers.

The East of England Leadership Academy have recently launched a leadership development offer, **Introduction to Coaching Skills for Managers.**

The aim of this workshop is to give managers some simple tools and thoughts that will help them adopt a coaching approach to managing their people. On the global stage of leadership and management, coaching is firmly recognised as a must have skillset for any leader.

The benefits of coaching include greater employee engagement, increased motivation, reduction in health and safety incidents, increased productivity, greater overall efficiency, and many other benefits that are widely reported.

Within this workshop they look to make the art of coaching simple and accessible for managers, but also relevant to the life of a manager.

This is not a coaching course – it is a manager development course that looks at coaching.

Throughout the course they will explore the following questions:

- What is the role of leadership and management in the workplace?
- What is coaching and what are the characteristics of coaching?
- How can coaching skills help us deliver great outcomes for our people and patients?
- What some tangible skills I can practise to help me develop an effective coaching approach in management?
- How do we deliver feedback that leads to a mutual coaching conversation?

To find out more, and to book onto workshops please see [Upcoming Events – East of England \(leadershipacademy.nhs.uk\)](https://leadershipacademy.nhs.uk)



In the search box enter 'Coaching' for all available dates





East of England Leadership Academy: Mentoring Skills Programme.

Mentoring Skills Programme – a two-part mentoring programme: Mentoring Skills Programme. This program is specifically targeted at new and developing mentors. The sessions will be interactive, bring you up to date with current thinking and will afford you the opportunity to reflect on your practice as a mentor, whilst gaining or topping up your skills in key areas of mentorship so you can Mentor with confidence and make a real difference!

You will need to attend a part A and part B session (not necessarily simultaneously, yet in order) to gain your certificate of attendance.

To find out more, and to book onto workshops please see [Upcoming Events – East of England \(leadershipacademy.nhs.uk\)](https://leadershipacademy.nhs.uk)

In the search box enter 'Mentoring' for all available dates

Both the Coaching and Mentoring workshops are popular and workshop dates fill up quite quickly, if these are full you can add your self to a waiting list, or alternatively keep checking back on the Events pages as further dates are added regularly

East of England Leadership Academy: Leadership Learning Zone

The Leadership Learning Zone (LLZ) has been developed to provide individuals with a platform that will enable learning, enhance understanding and embed vital skills and knowledge that will contribute to the, physical and psychological well-being of our people - to find out more please click here [East of England Leadership Learning Zone – East of England \(leadershipacademy.nhs.uk\)](https://leadershipacademy.nhs.uk)

The Leadership Learning Zone features a suite of 22 leadership learning modules including An Introduction to leadership, Coaching, Talent Management, Equality and Diversity, System Leadership, Resilience, Unconscious Bias, and lots more.

The LLZ can be accessed free of charge for all NHS staff via this link [NHS East of England Leadership Academy | Supporting you to reach your leadership potential \(leadershipnhs.uk\)](https://leadershipnhs.uk)





NHS Improvement

NHS Improvement Fundamentals Programme

NHS England and NHS Improvement are coordinating the development of an Improvement Framework, which will help deliver the Long-Term Plan. One of the

offers that will support the framework is the Improvement Fundamentals Programme.

Improvement Fundamentals is a programme of online, self-directed mini courses in quality improvement (QI) for those involved in health or social care services which takes delegates through the preparation and delivery of an improvement within their workplace step-by-step.

It is practical and focused on equipping individuals with practical knowledge, skills, and support, helping you undertake your own improvement project as you progress through the mini courses. The course is purposely designed to provide opportunities for discussion and collaboration with peers and facilitators to provide learners with a network of support.

| | | |
|-----------------|--|--|
| Duration | 4 courses over 4 months, | |
| Time | Each course consists of 5 x 30-minute modules which contains an activity at the end that delegates need to complete in order to complete the mini-course overall | |
| Cost | Free | |
| Aimed at | <p>All staff working in, or with, health or social care, who are;</p> <ul style="list-style-type: none"> - Enthusiastic about making things work better in their local service - Keen to put their improvement ideas into practice, but not sure how - Eager to hear from colleagues across the country with the same concerns - Looking for free, bite-sized Quality Improvement training that they can access at the office or working from home | |
| Topics | <p>Course 101: An Introduction to Quality Improvement Theory</p> <ul style="list-style-type: none"> • Introduction to QI • Why is QI useful? • The Model for Improvement • Using the Model for Improvement • Getting started with your own project | <p>Course 201: Developing Improvement Aims and Conducting PDSA Cycles</p> <ul style="list-style-type: none"> • The Model for Improvement re-cap and digging a little deeper/ identifying gaps between the preferred state and the current state • Using fishbone diagrams to look at problems more closely • Developing an aims statement for your project • Getting started on your own PDSA cycle |

| | | |
|------------------------|---|---|
| | | <ul style="list-style-type: none"> Identifying the next steps in your personal learning needs and developing approaches to address these |
| | <p>Course 301: An Introduction to Measurement for Improvement</p> <ul style="list-style-type: none"> Learn about the importance of measurement in improvement projects, Discover the three different types of measures and their uses Apply the different types of measures by completing a measurement plan, Link measurement to the PDSA cycle | <p>Course 401: An Introduction to Spreading Improvement Gains</p> <ul style="list-style-type: none"> How to spread your quality improvements beyond your immediate workplace What spread means and why it's important Develop strategies to spread successful interventions throughout an organisation and region How to improve engagement with stakeholders How to complete a spread plan |
| Certification | <p>After successfully completing each mini-course, individuals will receive a certificate of completion for their Continuing Professional Development (CPD) record.</p> <p>By completing all of the four courses available, delegates can apply for Advanced QI Hiker status (see link below)</p> | |
| Further details | <p>https://www.england.nhs.uk/sustainableimprovement/improvement-fundamentals/</p> <p>https://www.england.nhs.uk/sustainableimprovement/improvement-fundamentals/become-an-advanced-qi-hiker/</p> | |





Healthcare Financial Management Association (HFMA)

The Healthcare Financial Management Association (HFMA) is the professional body for finance staff working in healthcare. They provide a range online CPD accredited courses, covering essential healthcare business and finance subjects.

Bitesize, CPD accredited online courses



HFMA have worked in partnership with NHS England and NHS Improvement to provide several HFMA bitesize online courses free of charge, to all NHS staff in England. These can be accessed through the Electronic Staff Record System (ESR) <https://my.esr.nhs.uk/>

Which HFMA bitesize courses are free to NHS staff?

All of the courses listed below are currently available for free to all NHS staff in England, through the ESR system. To access the catalogue of courses available, individuals click on the Learner Homepage button from their home screen



Learning

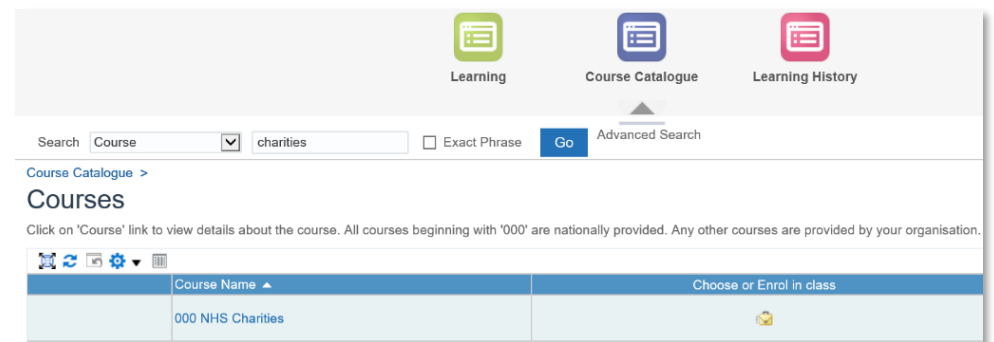
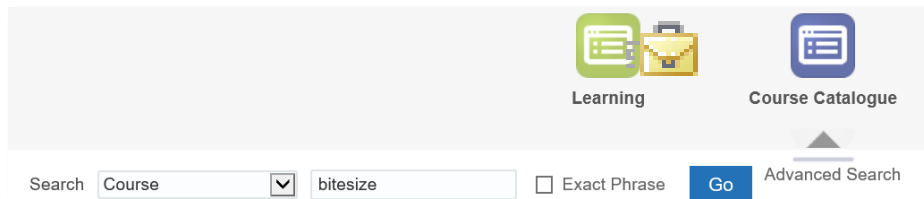
This is the area of ESR that outlines mandatory training courses and details.



Course Catalogue

This is the area of ESR that outlines local and national development courses.

You can search by the title below to search for a specific course, or search by bitesize to view a list of all the courses.



To enrol in the course, click on the lock icon by the selected course



Once enrolled, the course will appear in the **E-Learning Enrolments** menu, click on the play icon to start  the course.

Course Duration:

The time it takes to complete varies in length depending on the subject and level of the course

- Short courses provide 3 hours CPD at an introductory level
- Intermediate and advanced courses provide 6 and 10 hours CPD respectively and allow an individual to deepen their understanding of a subject, with the opportunity to gain a qualification.



HFMA Short Courses

These courses are suitable for staff who are new to the NHS, managing a budget, clinical staff, governors/board members and finance staff.

NHS Charities

Develop a better understanding of the finance and governance of charitable funds in the NHS

This course provides an overview of the finance and governance regime followed by NHS charities. It covers the place of charities in the NHS and how they have developed over time. It sets out key legislative and regulatory requirements and looks at the role of trustees and the Charity Commission. The course also covers the annual reports and accounts and how funds are run on a day-to-day basis.

Health Economics

Gain an introduction to health economics and its uses within the NHS

This course introduces health economics and its uses within the NHS. Although individuals may not be directly involved in health economics-based decision-making, it is helpful to understand how the discipline relates to the planning of health services.

Personal Health budgets

Build a greater understanding of how personal health budgets (PHB) are prepared, delivered, and managed in the NHS

This course has been developed to help build a greater understanding of how personal health budgets (PHBs) are prepared, delivered, and managed in the NHS. It explains how PHBs can empower patients by increasing their choices as to how their health and wellbeing needs are met.



HFMA Intermediate Courses

These courses are suited to those who are new to the NHS, clinical/medical staff, and finance staff.

Series 1 - How finance works in the NHS:

- How the NHS is funded and structured
- Politics, policy, and financial challenges
- Integration in healthcare

Series 2 - Governance and risk management in the NHS:

- The fundamentals of governance
- Risk management and governance
- Models of governance in the NHS
- Good governance
- Board assurance and working together

Series 3 - Management skills:

- Effective communication and presentation
- Influencing and negotiating
- Management and leadership
- Managing conflict
- Motivation and relationship management



HFMA Advanced Courses

These courses are suited to those who are new to the NHS, clinical/medical staff, and finance staff.

Self-management, confidence, and resilience

Understand personal effectiveness, the nature of stress and how to deal with it in the workplace

This course explores personal effectiveness and examines models of self-management that can help an individual become an effective leader. Looking at different ideas about how self-confidence and personal resilience can be developed. Exploring how individuals can improve their personal confidence and address impediments to self-belief.

Harnessing the power of clinical and financial collaboration

Understand the nature of collaboration, the benefits, and strategies for improvement

This course explores how using cost data to support improvements in patient care can be further enhanced by developing effective collaboration between clinical and financial professionals in the health economy.

Managing, motivating, and leading teams

Understand the importance of winning the confidence of your team, developing team goals, and encouraging cohesion between team members

This course looks at what is meant by a team in the NHS and how the definition of the term may differ between clinicians, managers, functions, and organisations. We concentrate on how leaders can address dysfunction in teams and what the research into high performing teams suggests you need to do as the leader. We also examine different approaches to building teams.

Patient-level costing

Understand the reason for costing at the patient level and its power to support decision-making

This course examines how patient-level costing data is produced, reported, and used in the NHS to improve patient care. Exploring how the current system will be affected by the evolution of integrated care systems (ICSs) and greater provider collaboration as envisaged in the NHS Long Term Plan.

Series 1 - Tools to support decision-making in healthcare:

This series is suited for those who are managing a budget, clinical staff, operational staff, finance staff and primary care staff.

Ethical and professional considerations

Assess the role of ethics and professional considerations in decision-making

This course looks at how individuals can ensure that the decisions they make are ethical and based on agreed social values. It also covers guidance on ethics and values in the NHS. Once completed, individuals will understand the role of ethics and professional considerations in decision-making.

Information systems in decision-making

Examine how organisations receive, generate, analyse, and disseminate data to improve decision-making

This course will examine how organisations receive, generate, analyse, and disseminate large amounts of data to improve the decision-making process. The range of complex legal and professional obligations that limit, prohibit, or set conditions on the management, use and disclosure of this information will also be covered. The course examines some of the information sources available to NHS organisations to facilitate their decision-making processes and concludes with a look at the role of the electronic healthcare record.

Series 2 - Creating and delivering value in healthcare:

This series is suited for those who are managing a budget, clinical staff, operational staff, finance staff and primary care staff.

Board-level decision-making

Examine the role of a board of directors in an NHS organisation and understand its accountability

This course examines the role of a board of directors in an NHS organisation and its accountability for using scarce resources to deliver best value. On completion, individuals will be able to critically analyse the key decision-making process in relation to the allocation of scarce resources for competing demands and the ways that NHS boards balance competing priorities. Individuals should also be able to demonstrate an in-depth understanding of the ways that NHS boards are held publicly accountable for the holistic performance of their organisation.

Remember to access these courses for free, individuals need to access them via ESR <https://my.esr.nhs.uk/> and not directly from the HMFA website



Electronic Staff Record (ESR)



Electronic Staff Record

The ESR Portal is not just for mandatory training, there are national eLearning courses covering a variety of subjects available to all NHS staff.

Pages 21-25 of this document outline all the courses provided by the Healthcare Financial Management Association (HFMA) which can be accessed via ESR but there are more. Log onto <https://my.esr.nhs.uk/>

To access the catalogue of courses available, individuals click on the Learner Homepage button from their home screen

[Learner Homepage](#)



Learning

This is the area of ESR that outlines mandatory training courses and details.



Course Catalogue

This is the area of ESR that outlines local and national development courses.

You can search by phrase or category to view the list of courses available.

To view further details on each course, click on the course title link

For example

Click on **Personal Development** to view sub-categories of **Management Development & Personal Effectiveness**

Click on the title of the course e.g., **Course: 000 Influencing and Negotiating** to view:

- Objectives
- Description
- Audience
- Category


At the top of the page under **Offering Name**, click on the title again to view duration of the course, click on lock icon to enrol on the course

| Class Name ^ | Info | Venue | Time Zone | Duration | Class Status ^ | Enrolment Status ^ | Enrol |
|---------------------------------|------|-------|-----------|---------------|----------------|--------------------|-------|
| 000 Influencing and Negotiating | | | GMT | 360 Minute(s) | Normal | Not Enrolled | |

Once enrolled, the course will appear in the **E-Learning Enrolments** menu, click on the play icon  to start the course.

Usually on ESR you can start a course and save as you proceed through, you don't have to complete in one go.

E-Learning Enrolments Enrolments Certifications Learning Paths External Learning

 **E-Learning Enrolments**

All current e-Learning enrolments are displayed in this section. To view more detail about each enrolment, click your enrolment status. Click the play button to play the course or be directed to the relevant screen.

Rows 1 to 11

| | Course Name ^ | Status ^ | Item in | Enrolment Status ^ | Completion Date ^ | Score ^ | Move to History | Unenrol | Evaluate | Play |
|--|---------------------------------|---------------|---------|--------------------|-------------------|---------|-----------------|---------|----------|------|
| | 000 Introduction to Mindfulness | Not Attempted | | Confirmed | | | | | | |

On completion of the course the details will be saved onto the individuals ESR Certification tab 

If individuals move to another NHS organisation any learning on ESR is usually saved in the **External Learning** tab as their record moves with them.



ESR Learning History

You can view all your completed, cancelled, and expired courses and learning certificates here.

National Guardian Office ‘Speak Up, Listen Up, Follow Up’

‘Speak Up, Listen Up, Follow Up’, off an e-learning package, is aimed at anyone who works in healthcare, available through ESR if you work in the NHS.

Divided into three modules, it explains in a clear and consistent way what speaking up is and its importance in creating an environment in which people are supported to deliver their best.

This training is for everyone wherever they work in healthcare and explains in a clear and consistent way what speaking up is and its importance in creating an environment in which people are supported to deliver their best. It will help you understand the vital role you can play and the support available to encourage a healthy speaking up culture for the benefit of patients and workers.



You can access this training via your **Course Catalogue** on [ESR](#)

Enter ‘**Speak Up**’ in the search

Speak Up:

Core training is for all workers including volunteers, students, and those in training, regardless of their contract terms

This session will cover what speaking up is and why it matters. It will help you understand how you can do this and what to expect when you do.

Listen Up:

This training for all line and middle managers and is focussed more on listening up and the barriers that can get in the way of speaking up (*available soon*).

Follow Up:

This training is aimed at all senior leaders including executive board members (and equivalents), Non-Executive Directors, and Governors to help them understand their role in setting the tone for a good speaking up culture and how speaking up can promote organisational learning and improvement.

Microsoft Office Resources & Tutorials

Microsoft offer a range of free on-line resources for you to develop your skills and knowledge with using the suite of Microsoft Office Applications

<https://support.microsoft.com/en-us/training>

Click on the relevant icon on the front page to open the menu of training available.

Outlook & Word



Outlook training

Windows



Quick Start



Set up and customize



Create and send email



Manage email



Organize your inbox



Contacts and tasks



Calendar



Word for Windows training



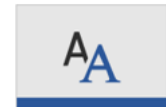
Quick start



Welcome to Word



Write and edit



Format text



Lay out pages



Insert tables, pictures,
and watermarks



Save and print



Share and coauthor



Use Word for school



Improve accessibility
and ease of use



Take a tour
Download template >



Work with 3D models
Download template >

Excel & PowerPoint



Excel for Windows training

| | | | |
|--|--|---|---|
| | | | |
| Quick start | Intro to Excel | Rows & columns | Cells |
| | | | |
| Formatting | Formulas & functions | Tables | Charts |
| | | | |
| PivotTables | Share & co-author | Linked data types | Take a tour Download template > |
| | | | |
| Formula tutorial Download template > | Make your first PivotTable Download template > | Get more out of PivotTables Download template > | |



PowerPoint for Windows training

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|---|---|---|-------------------|
| | | | |
| Quick start | Intro to PowerPoint | Slides & layouts | Text & tables |
| | | | |
| Pictures & graphics | Present slideshows | Animation, video & audio | Share & co-author |
| | | | |
| Take a Tour Download template > | Use 3D models Download template > | Import your 3D models Download template > | |



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<https://edu.gcfglobal.org/en/topics/office/>

Further Development

This document will be expanded upon over the next year, as the portfolio of learning and development opportunities is developed.

This work will link in to the Norfolk & Waveney's People Plan, and our ongoing commitment to supporting the personal and professional development of our staff.
