



Learning & Development Programme Portfolio 2024 - 2025



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ILM Level 3 Award – Leadership and Management

Introduction:

This programme will provide participants with some of the essential skills, knowledge and behaviours required to be an effective line manager. We will explore the benefits of developing effective team working relationships and the behaviours which can develop and maintain trust at work; we will look at the theory of motivation and how poor levels of motivation can impact organisational performance; and finally we will explore the subject of performance management, the role of the first line manager in performance management, setting SMART objectives, the importance of feedback to improve performance and identify ways in which line managers can restore performance to acceptable levels

Suitable for:

Those with line management responsibilities but may not have received any formal training.

Learning Outcomes:

- Understand factors that influence motivation levels in the workplace.
- Understand how the theory of motivation can be used to improve performance levels.
- Identify ways to improve the performance of the team in delivering to a plan.
- Describe the value of assessing performance both formally and informally.
- Explain how to manage performance of individuals in the team.
- Understand the value of feedback in the workplace.
- Identify ways in which to restore underperformance within the team.
- Understand how to develop and maintain effective working relationships.

Programme Content:

- Module 1 Understanding how to motivate to improve performance.
- Module 2 Understanding performance management.
- Module 3 Establishing effective teams.

Method of Assessment:

You will be required to complete a written assignment for each module of between 1500 – 2000 words each.

Duration:

1 x ½ day programme induction

3 x 1-day workshops

Awarding Body:

City & Guilds (ILM)

ILM Level 4 Certificate – Leadership and Management

Introduction:

This programme will help you develop comprehensive leadership and management skills enabling you to get to grips with your role as a line manager. You will benefit from working closely with your peers from across the organisation and gain a greater understanding of the Trust and wider NHS. Our practical workshops are a blend of theory and practical application and will equip you with the tools and techniques to manage and lead compassionately, effectively and inclusively.

Suitable for:

For managers with little or no previous leadership and management training or development. Participants must have line management responsibilities for a team and be able to influence and implement change based on the learning acquired through attending the programme.

Learning Outcomes:

- Understand the implications of own leadership styles on self and organisation.
- Understand how to develop own leadership style and effectiveness.
- Explain the importance of promoting personal development.
- To be able to plan for an individual's development.
- Understand the importance of managing risk in the workplace.
- Be able to identify and manage risk in own area of responsibility.
- Be able to evaluate the importance of effective communication in a management context.
- Understand and explain the organisations induction process.
- Evaluate the effectiveness of an induction process.

Programme Content:

- Module 1 Management communication.
- Module 2 Developing people in the workplace.
- Module 3 Managing risk in the workplace.
- Module 4 Developing your leadership style.
- Module 5 Understand the induction of new staff in the workplace.
- Module 6 Giving briefings and making presentations.

Method of Assessment:

You will be required to complete a written assignment for Modules 1-4 of between 2000-3000 words each. Modules 5 and 6 will be assessed by an assessment day where you will complete an in-tray exercise and deliver a presentation that you have designed.

Duration: (10 days in total)

Induction: 1 x ½ day

Module 1: x 2 consecutive days

Module 2: x 3 non-consecutive days

Module 3: x 1 day

Module 4: x 1-day

Module 5: x ½ day

Module 6: x 1-day

Assessment Day x 1-day

Awarding Body:

City & Guilds (ILM)

NOTE:

This ILM Level 4 programme has a longer duration i.e. 10 days over an 8-month period (9 x full days and 2 x ½ days) and will be held in the Education Centre at Mile End Hospital. Participants must have the written approval of their line manager and they must commit to actively participating in and attending all workshops.

ILM Level 3 Certificate – Effective Coaching

Introduction:

This qualification is for staff at all levels who want to develop their knowledge and skills in effective coaching within an organisational context. It will equip participants with the tools and techniques to coach in a work-based environment.

In addition to classroom sessions participants will also be required to complete 12 hours in total of workplace coaching with two coachees (6 hours per coachee). Each of these coaching sessions is evaluated by you and the people you coach, records of this will be required for your portfolio of evidence. In addition to this, two of your coaching sessions will be observed by your course tutor.

Suitable for:

Those who would like to develop their coaching knowledge, skills and understanding to help them to have effective and meaningful conversations in the working environment.

Learning Outcomes:

- Understand effective coaching within an organisational context
- Understand the importance of effective and ethical contracting in coaching
- Understand the process of effective coaching within their own workplace
- Understand the role of recording, reflection and supervision within their own practice or other contexts

Programme Content:

- Module 1 – Understanding good practice in coaching within an organisational context
- Module 2 – Undertake an extended period of coaching within an organisational context
- Module 3 – Reflecting on coaching skills within an organisational context

Method of Assessment:

- Written assignment
- Reflective coaching log
- Coaching diary
- Tutor observations and feedback

Duration:

- 5 x 1-day workshops
- 12 hours of planned coaching

Awarding Body:

City & Guilds (ILM)

Having Effective Performance Conversations

Introduction:

This half-day workshop is designed to support you as a manager to have supportive, honest and compassionate conversations around ongoing performance that links to the Trust appraisal process.

The workshop will equip you with the skills, knowledge and behaviours to develop your questioning skills and those required to give effective feedback so that your team feel supported and valued throughout the year with regular 121s and annual appraisals.

Suitable for:

All those required to have regular conversations with staff that focus on improving performance.

Learning Outcomes:

- Understand why these conversations are important and how to structure and navigate performance conversations and reviews (including compassionate and career conversations)
- Enable you to build trust and rapport with your team in review meetings.
- Equip you with the skills required to set expectations with your team.
- Apply and undertake coaching style conversations when talking about performance.
- Apply behavioural-based feedback with care and honesty.

Programme Content:

A practical and interactive workshop that focuses on the conversation and not the appraisal form completion. The workshop is designed to support you to develop the skills needed to have performance conversations including setting and measuring performance standards and objectives using a coaching style technique.

Method of Assessment:

None

Duration:

Half-day (9.30-12.30)

Awarding Body:

None

NOTE 1:

This workshop is also available as a 1.5-hour virtual class (MSTeams)

NOTE 2:

For more information on e-learning, FAQs etc please follow this link:

<https://weshare.bartshealth.nhs.uk/appraisals>

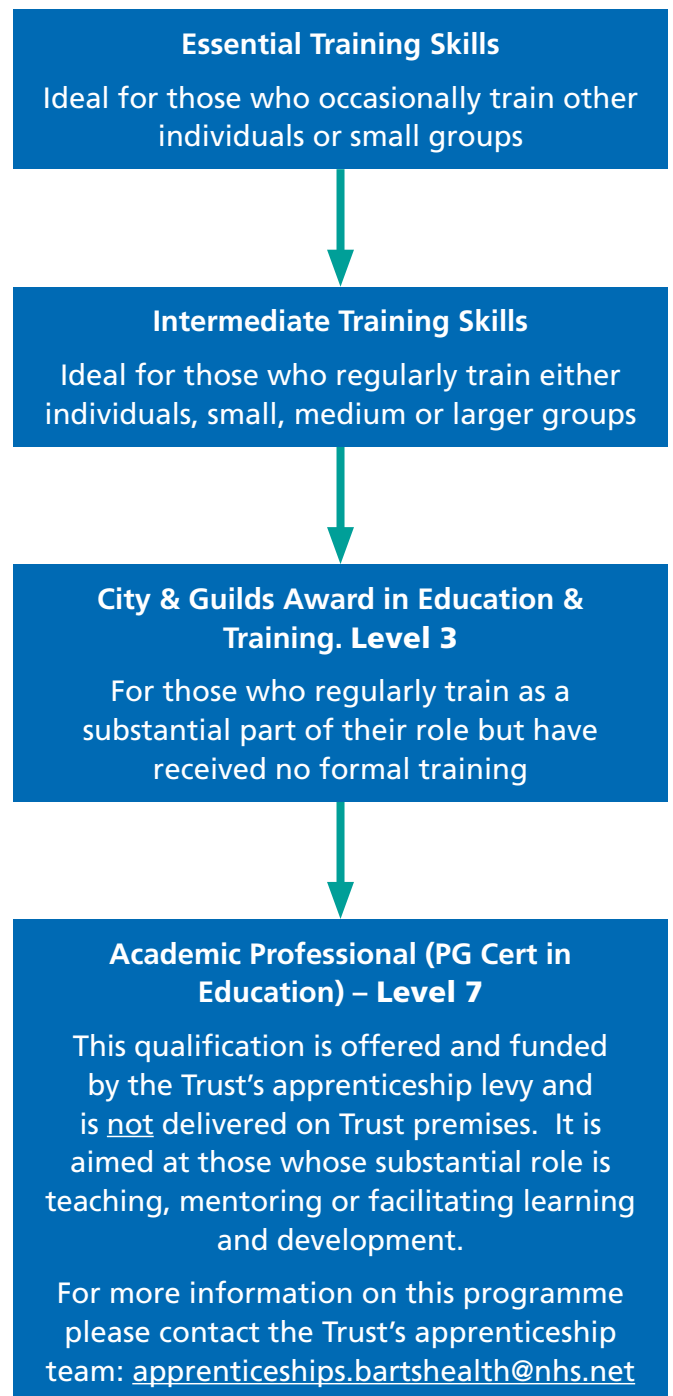
Teaching & Training Development Pathway

Across Barts Health there are many people who train others as part of their job role, but they may never have received any development or training in how to do this effectively. To support staff in this position we have developed a pathway which addresses the different levels of understanding and practical application needed dependant on how regularly you are asked to train colleagues/peers/wider teams.

There are four levels in our pathway – [see right](#)

Please see the following pages for programme overviews of:

- Essential Training Skills
- Intermediate Training Skills
- City & Guilds Award in Education & Training



Essential Training Skills (Train the Trainer)

Introduction:

A 1-day workshop that is designed to provide delegates with the basic skills and knowledge to design and deliver training. The workshop will include how to engage with learners, design interesting and inclusive training resources, manage the training environment and evaluate training.

Suitable for:

Those who are sometimes required to deliver training to individuals or small groups but have little or no experience of designing or delivering training

Learning Outcomes:

- To develop an awareness of different learning styles and how to meet learners' needs in a training situation.
- To develop skills in planning a training session and assessment of learning.
- To develop an understanding of potential barriers to learning and how these can be managed.
- To develop skills in communication and classroom management.
- To understand the importance of course evaluation and how to create effective evaluation.

Programme Content:

The workshop will focus on the following topics:

- Health & Safety
- Pre-training preparation
- Engaging learners & learning styles
- Developing visual aids
- Barriers to learning and how to overcome them
- Diversity & Inclusion
- How to structure and plan a session
- Managing the learning environment
- Evaluating the session

Awarding Body:

None

Duration:

1-day workshop

Method of Assessment:

No formal assessment

Intermediate Training Skills (Train the Trainer)

Introduction:

This 2-day (consecutive) course will teach core skills and develop your self-confidence when designing, delivering and evaluating training sessions. You should attend this workshop if you are asked to train and teach groups regularly. This programme will also be useful if you hope to obtain a formal teaching qualification in the future.

Suitable for:

Those who regularly deliver development sessions or workshops to individuals or groups but have not received any formal training to assist with their delivery.

Learning Outcomes:

- To develop an awareness of different learning styles and how to meet learners needs in a training/teaching situation.
- To develop skills in planning a training or teaching session including timing, resources and assessment of learning.
- To develop an understanding of potential barriers to learning and protected characteristics
- To develop skills in digital and online delivery.
- To understand how to assess learning and undertake training evaluation

Programme Content:

- Pre- course/training preparation
- Engaging learners & learning styles
- Barriers to learning and how to overcome them
- Inclusive teaching including protected characteristics
- How to structure and plan a session and online digital engagement tools
- Evaluating and assessing learning

Awarding Body:

None

Duration:

2 consecutive days

Method of Assessment:

No formal assessment

City & Guilds Award in Education and Training – Level 3

Introduction:

The Level 3 Award in Education and Training is a knowledge-based introduction to teaching and/or training. Participants do not need to be in a teaching/training role however they will be required to undertake an observed micro-teach as part of the assessment for the qualification.

Participants who successfully complete this qualification will have a fundamental understanding of the roles and responsibilities of a teacher/trainer in relation to legislation, equality, diversity, inclusivity and meeting the needs of learners. They will be able to sequence learning, plan and deliver sessions, using appropriate resources and teaching methods. They will also be able to identify the characteristics of effective assessment and feedback.

In addition to classroom sessions there will be elements of pre-course work and e-learning and participants are expected to fully engage in all aspects of the programme.

Suitable for:

For those who regularly train as a substantial part of their role but have received no formal training. Participants will need to use their learned experience 'on the job' to help inform their assignments and in building their portfolio.

Learning Outcomes:

- Understand the teaching role and responsibilities in education and training
- Understand ways to maintain a safe and supportive learning environment
- Understand the relationships between teachers/trainers and other professionals in education and training
- Understand inclusive teaching and learning approaches in education and training
- Understand ways to create an inclusive teaching & learning environment
- Be able to plan, deliver and evaluate the delivery of inclusive teaching and learning

- Understand types and methods of assessment used in education and training
- Understand how to involve learners and others in the assessment process
- Understand the role and use of constructive feedback in the assessment process
- Understand requirements for keeping records of assessment in education and training

Programme Content:

Unit 301: Understanding roles and responsibilities in education and training

Unit 302: Understanding and using inclusive teaching and learning approaches in education and training

Unit 305: Understanding assessment in education and training

Awarding Body:

City & Guilds

Duration:

½ day induction

4 x 1-day workshops

Approximately 15 hour's self-directed learning (including pre-course work)

Method of Assessment:

Written assignments, portfolio and observation of one micro-teach

Recommendation

If you wish to apply for this programme, we strongly suggest that you contact the programme leads to discuss your suitability:

Kerry Tilbury: Programme tutor

kerry.tilbury@nhs.net

Bryony Wellburn: Programme tutor

b.wellburn@nhs.net

Lynda McKeith: Programme Manager

lynda.mckeith@nhs.net

Introduction to Medical Terminology

Introduction:

This workshop aims to provide participants with the basic understanding of general medical terminology. It offers an awareness of clinical terms for all those working in a healthcare environment.

The tutor for this workshop has many years' experience of working as a medical secretary and she ensures that the workshop content is kept fully up to date with the latest terminology.

Suitable for:

All staff who would find a basic understanding of medical terminology helpful in their job role, these might include clinical coders, data quality officers, patient pathway coordinator, medical secretaries, receptionists and ward clerks.

Learning Outcomes:

- Be able to construct, recognise and use medical terms.
- To recognise the anatomy of the human body.
- To understand the meaning of medical terminology relating to medical specialties.

Programme Content:

- Construction of medical terms – what is a root, prefix and suffix?
- Classification of diseases
- Surgical procedures
- Anatomy of the human body
- Symbols, abbreviations, qualifications

Method of Assessment

No formal assessment

Duration:

1 day workshop

Awarding Body:

None

ONLINE LEARNING

NHS Elect

Barts Health has membership to NHS Elect a national membership network hosted by Imperial College NHS Trust that has been providing NHS organisations with high-quality support and training since 2002.

Our membership gives access to all Trust staff to a wide range of free webinars, online learning and a resource library.

Webinars

Over 100 webinars are available throughout the year, record versions of these are also available if you can't attend the original dates. Topics include:

- Report writing
- Online facilitation skills
- Compassionate conversations
- Project management
- Minute taking
- Personal branding
- Maximising the impact of your CV
- Effective appraisals

Online Courses

Including topics such as Introduction to quality improvement, Mentoring, Online facilitation, Patient engagement, Measurement for improvement, Experienced Based Design (EBD), social media and Appraisals.

All of the above can be completed as self-directed learning (learning at your own pace), are designed as bite-sized modules and, as a rough guide can be completed between 3-6 hours.

Resource Library

Over 200 resources are available to all members, these include:

- Presentations and slides from online courses
- Recordings of webinars
- Templates, guides and articles.

How to Access

To access the resources above you need to register for an account by going to the link below:

www.nhselect.nhs.uk/register.aspx and choose Barts Health as your organisation.

Please note: this is an external website and we are unable to reset passwords etc, if you need to reset your password or have any difficulties with using the site you will need to contact NHS Elect direct.

Effective Manager Toolkit

The Effective Manager Toolkit' is a series of bite-sized learning modules that are split into two groups, 'Managing Yourself', and 'Managing Others'. Each group has a number of topics and has a mix of e-learning, video, animation, printed content, reflective practice – and links to further information.

The learning content within each module can be studied in full or as separate subjects and can be

returned to time and again – dependent on your need. At the end of each topic you will find an Action Plan; so you can reflect upon the knowledge and insight you have and how to apply this in the workplace to achieve the outcomes you want.

Suitable for:

Any manager or aspiring manager who wants to be more effective in the workplace.

Managing Yourself

Managing Yourself includes an awareness of your skills, creativity and personal brand; an insight to your behaviours and influence; and consideration to time management and levels of assertiveness an action plan is included so you can begin to plan how to apply learning in the workplace.

Modules include:

- Working with assertiveness
- Emotional and social intelligence
- Problem solving
- Time management

Managing Others

Managing others includes an awareness of management and leadership, motivation and engagement and understanding of others; managing performance and conflict; and an insight to coaching and feedback in the workplace. An Action Plan is included so you can begin to plan how to apply learning in the workplace.

Modules include:

- Managing performance
- Communication matters
- Conflict resolution
- Understanding your team
- Motivation and engagement
- Managing Risk

To access these resources go to:

<https://moodle.bartshealth.nhs.uk/>

and create an account

Time Management – e-Learning

Time is a resource we all have – and sometimes we wish we had more of it, but we only have 24 hours in a day and that doesn't change. So it's important to make best use of time.

This module is for any member of staff who would like to manage their time more effectively and learn tools and techniques that will enable them to achieve their highest priorities.

Within the Module there will be opportunity to consider and reflect upon how you manage your time – and to think about how you might want to manage this differently to achieve the outcomes you want, inside or outside work.

Learning Outcomes:

- To understand how to identify your greatest priorities.
- To understand how to assess urgency versus importance.
- To recognise and manage your time stealers.
- To apply knowledge to develop a day-to-day work plan.

Assertiveness and Confidence – e-Learning

In line with our core values and behaviours, when you work with assertiveness you will communicate with confidence, recognise your rights and responsibilities to each other, and know how to deal with potentially difficult situations.

This module will help you understand more about your own and others behavioural styles, the relationship between assertiveness and self-esteem, the impact of how we communicate – both verbally and non-verbally and provide you with the knowledge to develop better working relationships or achieve better working outcomes – by working with assertiveness.

Learning Outcomes:

- Recognising the link between assertiveness, self-esteem and thoughts.
- Understanding your rights and responsibilities at work.
- Identifying the best approach to use when voicing ideas and opinions.
- How to say 'no' to unreasonable requests or assertively agree a solution.
- Dealing with criticism, feedback and manipulation effectively and positively.
- Understanding the importance of assertive voice and body language.
- Developing techniques for better working relationships using assertiveness.

Appraisal support package for staff and managers

The Trust has launched a new reimagined appraisal framework, to better support managers and staff to have positive and meaningful appraisal conversations at Barts Health.

The course resources include performance conversation training for managers to help when conducting appraisals with staff, and appraisal videos for staff and managers. Links are provided to help you find the redesigned appraisal form and guidance notes on WeShare.

You can access all the above resources on Moodle: copy the following link into your browser.

<https://moodle.bartshealth.nhs.uk> and create a Moodle account if you do not already have one.

We also highly recommend NHS England's Having Confident Appraisal Conversations e-learning programme. You will need to register for an account with e-learning for health (elfh) to access this e-learning. Please see link below

www.e-elfh.org.uk/programmes/having-confident-appraisal-conversations/

ADDITIONAL RESOURCES AND CONTACTS:

Apprenticeships

The Education Academy manages the Trust's apprenticeship service and offers apprenticeships across a range of subjects. Apprenticeships can be undertaken as CPD whilst you continue to work in your job role, however, there needs to be a clear link between the job you are doing and the apprenticeship you are studying for i.e. apprenticeships are not aspirational qualifications.

For more information on apprenticeships please contact the Trust's apprenticeship team:

✉ Apprenticeships.bartshealth@nhs.net

☎ [0203 594 4585](tel:02035944585)

Functional Skills

The Education Academy can support you to gain your functional skills qualifications and we offer a range of ways to do this. If you have never taken a qualification in English or maths or you cannot find your original certificates and need to provide evidence that you have previously passed these subjects, please get in touch with us via the email address below:

✉ Bartshealth.functionalskills@nhs.net

IT Training

As part of the Trust, we all have access to a helpful resource called the 'Digital Learning Solution Platform'. Please view to find out how to access and take full advantage of this.

The Digital Learning Solution platform is a free resource for public sector health and care organizations in England that provides access to quality assured, customizable learning and assessment products, including basic digital literacy skills and a range of Microsoft Office products. The courses cover Microsoft 365, including Word, Excell, PowerPoint. There is also a course on MS Teams and much more.

To register and find out more please go to:
<https://www.dls.nhs.uk>

LibGuides

The Trust's Knowledge and Library team have developed an excellent range of LibGuides which will provide you with a range of resource across a number of topics including leadership and management and soft skills – you can tailor what you do depending on your preference to watch, listen or read and for how much time you have e.g. 15 minutes or less, 1-hour or less, or more than 1-hour.

Please copy the below link into your browser to access: <https://bartshealth-nhs.libguides.com/educationacademy/home>

NHS leadership Academy – bite-sized learning

The NHS Leadership Academy has developed a range of bit-sized learning modules to help you develop new skills and discover new ways to improve your experience of work with short guides developed by experts. Open to anyone in health and care.

Use the link below to register for an account and to access the resources available.

<https://learninghub.leadershipacademy.nhs.uk/all-bitesize/>

Contacting the Learning and Development (Design & Delivery team)

The Learning and Development are based in Burdett House in Mile End hospital however; we regularly visit all hospital sites. For initial enquiries please contact the below:

Fabia Ghany – Project & Support Coordinator
f.ghany@nhs.net

Or

l.development@nhs.net

Quick Guide to Websites and Resources

Education Academy website:

<https://educationacademy.bartshealth.nhs.uk>

Course booking system:

<https://booking.bartshealth.nhs.uk>

Learning Portal:

<https://learning.bartshealth.nhs.uk>

You will need a profile ID to access this portal

Barts Health Functional Skills service:

✉ Bartshealth.functionalskills@nhs.net

NHS Leadership Academy:

www.leadershipacademy.nhs.uk/

NHS Elect:

www.nhselect.nhs.uk/

NHS Digital Solutions:

www.dls.nhs.uk

NOTES

Barts Health Education Academy
'Leading the way in education and training'

