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Welcome and Foreword



Dear Colleagues,

The last number of years have highlighted the importance of technology in our health care system's capacity to care for people. Increasingly eHealth is called upon to put the right data into the right hands at the right time, in the format it is needed.

To meet these and growing expectations, eHealth has double down on their "digital front door" efforts, enabling patients to handle routine interactions such as scheduling an appointment, renewing a medication, finding answers to health questions, and navigating the health system itself.

Our digital health solutions and technologies play a crucial role in the difficult work of optimising processes and systems for greater efficiency, financial viability, and enhanced outcomes. eHealth continues to be at the fore in creating a 'new normal' that is a significant improvement over the 'old normal'.

As the landscape continues to evolve, learning and work have become more integrated. Our 2023 suite of training programmes have been developed with just this in mind and designed to provide opportunities for upskilling while empowering eHealth staff to future-proof and adapt with the changing needs in Ireland's healthcare.

Joyce Shaw

Chief of Staff



Performance Achievement

Performance Achievement (PA) is a forward looking, shared experience process, and designed to assist staff development with their role and add value to the work of their team(s) and services¹. It also encourages greater levels of engagement between staff and managers in a partnership approach, an area which successive staff surveys have highlighted as requiring improvement.

PA is the process used by leading organisations internationally to translate strategic plans into action. It enables an organisation to set goals, monitor outcomes and provide feedback throughout the performance review cycle and to develop staff capacity, competencies and capabilities. It was introduced under the Public Service Agreement 2010-2014² and its roll-out is a requirement under the Public Service Stability Agreement 2013-2016³ (Haddington Road) and the Public Service Stability Agreement 2013-2018⁴ (Lansdowne Road).

Enrolling on any of our Training courses can form part of your PA.

1. West et al: The International Journal of Human Resources Management (2002)
2. Public Service Agreement 2010-2014, <https://www.gov.ie/en/publication/89ddb8-croke-park-agreement/?referrer=content/uploads/public-service-agreement-2010-2014-final-for-print-june-2010.pdf/>
3. Public Service Stability Agreement 2013-2016 (Haddington Road).
4. Public Service Stability Agreement 2013-2018 (Lansdowne Road).

There is no direct cost to eHealth and Disruptive Technologies staff attending Prospectus Training courses.

Candidates travelling a long distance:

Late arrivals can be accommodated. Please contact us in advance.

Accommodation:

Please contact eHealth.Training@hse.ie for details of hotels that have a HSE corporate rate. Information on Travel Allowances is available [here](#).

Parking at The Richmond Education and Event Centre:

Parking at [The Richmond](#) is limited and offered on a first come, first-served basis. Alternatively, Smithfield Car Park is near the venue and can be booked in advance [here](#).

Food Requirements:

We offer a light lunch on our full day courses which consists of sandwiches/wraps and tea/coffee. Please let us know in advance if you have any special dietary requirements.

COVID-19:

In line with public health guidelines, our classroom sizes may change at short notice.

HSeLanD

HSeLanD – Health Services eLearning and Development - is the Health Service’s online learning portal with over 350 eLearning programmes, resources, assessments and planning tools to support you in your current job role and with your personal and professional development. HSeLanD supports over 120,000 health and social care staff, across multiple disciplines in Ireland. You can also complete your **Mandatory Training** such as ‘An Introduction to Children First’, ‘The Fundamentals of GDPR’, ‘Dignity at Work’, ‘HSE Open Disclosure: Module 1’ and ‘Cyber Security Awareness’.

How to register on HSeLanD:

If it is your first-time logging onto HSeLanD, follow the Registration instructions on the front page of (www.HSeLanD.ie) to create your Profile using your HSE email address;

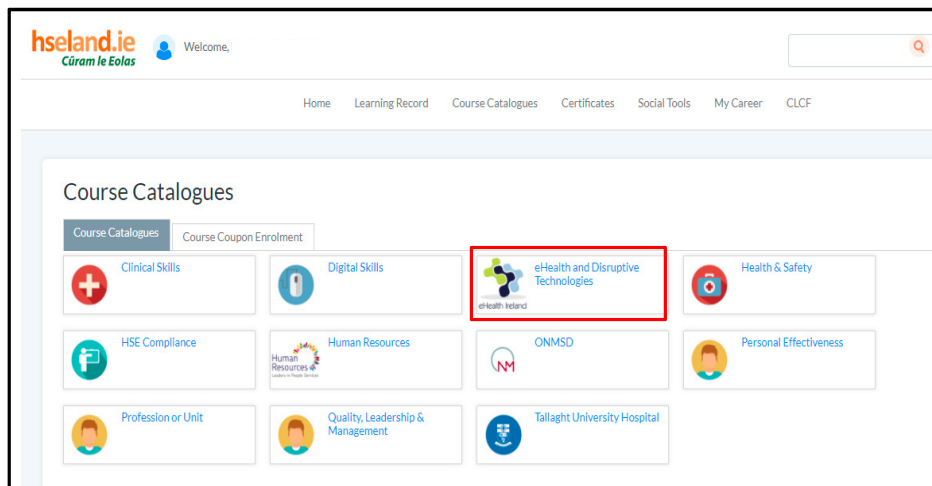
- (1) Under **Organisation, Groups or Status Section A** - select *National Services & Health Business Services (HBS)*.
- (2) Under **Health Business Service** - select *Corporate*.
- (3) Under **Please select a value** - select *eHealth and Disruptive Technologies*.
- (4) Continue to populate the Function you belong to and the Sector.
- (5) Continue through the registration process as directed.


The screenshot shows the 'Registration' page on hseland.ie. A blue header bar contains the text 'Organisation, Group or Status' and a sub-instruction: 'Please select the Organisation grouping within which you work from Section A. If none of these apply, proceed directly to Section B.' Below this, 'Section A.' is displayed. A red box highlights the option 'National Services & Health Business Services (HBS)' with the sub-instruction: 'If you work for Health Business Services or a National Service, select this option.' A green 'Select' button is visible at the bottom of the highlighted area.

The screenshot shows the 'Registration' page on hseland.ie. A blue header bar contains the text 'Corporate & Health Business Services (HBS)' and a sub-instruction: 'Please select the Corporate & Health Business Service in which you work.' Below this, a dropdown menu is labeled 'Select Health Business Service' and has 'Corporate' selected. Another dropdown menu is labeled 'Please select a value' and has 'eHealth and Disruptive Technologies' selected.

HSeLanD Enrolment Process and Further Information

Having discussed your training and development needs with your Line Manager, login to HSeLanD and review the courses outlined in the eHealth and Disruptive Technologies Course Catalogue.



Select the course you wish to attend, choose your preferred date and click the Enrol button . You will then receive an Enrolment Confirmation email from support@hse.ie

Approval for Attendance: Please note that your line-manager needs to be aware of any planned absences from your area. Please ensure you have line-manager approval to attend before you enrol.

Subsequently, if you can no longer attend or you would like to be transferred to an alternative session date, please email eHealth.Training@hse.ie

If you wish to find out further information on the course, session, venue, etc., or are experiencing issues with viewing or enrolling on HSeLanD, please contact eHealth.Training@hse.ie and we will be happy to assist you.

HSeLanD Training Manual

Click on the link below to access our Training Manual which is designed to assist you in navigating HSeLanD.

<https://www.ehealthireland.ie/ehealth-staff-area-internal/hseland/hseland-support-documents.html>

The manual will support you to:

- Create or update your profile so you can access the eHealth training catalogue.
- Find and enrol on a course.
- Explore available training resources in the multidisciplinary Hubs.

You will also find two short videos, which will assist you to book your training with confidence on HSeLanD.

Our manual addresses all of the common questions and issues that users have, however if your issue persists, please contact the Training and Development Team at eHealth.Training@hse.ie

Management Development Programme

As a functional or specialist transitioning from being an expert in your field into a wider general management role, can not only be a big step. It can feel difficult, and can be risky, as well as being rewarding when done. This **four-day programme** supports your transition from a specialist to a cross-functional manager providing you with the knowledge, skills and confidence to add value and to manage the service.

Learning Outcomes

- Build on and improve your change management capacity and integrate 'people and culture' into all change and project initiatives.
- Practise effective methods of resolving and managing conflict.
- Appreciate and apply HSE HR policies.
- Develop the skills to motivate staff.
- Develop your resilience and stress management skills.
- Conduct effective team meetings.
- Appreciate the dynamics of effective team working.
- How to give constructive feedback. (Supporting the Performance Achievement process)

Participants will have opportunities to work in Action Learning Sets (ALS). ALS bring together diverse peers to work through issues, share ideas and challenge perceptions in a trusting, supportive environment.

Participants will also have an opportunity to learn more about their own and others personality by exploring their preferences for decision making and communication using the Myers Briggs Personality Type Indicator (MBTI).

Targeted Groups

For managers and supervisors both newly appointed/promoted managers and less experienced managers. The programme is also targeted at staff who have been in a managerial role for some time but who have never had any formal training in this field.

Co-ordinator

Aoife Walsh, Aoife.Walsh16@hse.ie

Date	Duration	Venue	Start & Finish Times	Closing Date
22/03/2023	4 Days	The Richmond Education and Event Centre No 1 North Brunswick Street, Dublin 7	09:30am – 17:00pm	07/03/2023
23/03/2023				
18/04/2023				
19/04/2023				

How to Apply

Please see Enrolment Process and Further Information section on Page 5 above.

If you have any issues with enrolling on HSeLand, please contact eHealth.Training@hse.ie

Fundamentals of Process Improvement in Health Systems – An Introduction to Lean Six Sigma

This intensive interactive **one-day programme** is delivered virtually through a combination of lectures and interactive workshops and is designed to enable participants to share their experiences while learning about the origins of Lean, Lean tools and acquire a basic understanding of Six Sigma and Lean principles with a focus on improving the patient and staff experience.

Course Objectives:

All participants will have an introduction to the tools and methods used to:

- Acquire a basic understanding of Six Sigma and Lean
- Obtain knowledge about Lean Six Sigma structures
- Understand the specific DMAIC processes: Define, Measure, Analyse, Improve and Control
- Reduce resource waste while augmenting satisfaction among customers

Certification and Course Materials

On completion of this programme, participants will be issued with a Certificate of Attendance from the Mater Lean Academy and a copy of the programme materials.

Target Group

This programme is open to all eHealth and Disruptive Technologies staff and is suitable for all grades. It is of relevance to those who are interested in running a healthcare continuous improvement project or change management initiative. Places on this programme are limited to 15 participants.

Co-ordinator

Sean Toner, Sean.Toner1@hse.ie

Date	Duration	Venue	Start & Finish Times	Closing Date
01/02/2023	1 Day	Virtual - via the Mater Lean Academy	09:30am-16:00pm	25/01/2023
19/04/2023	1 Day	Virtual - via the Mater Lean Academy	09:30am-16:00pm	15/04/2023

How to Apply

Please see Enrolment Process and Further Information section on Page 5 above.

If you have any issues with enrolling on HSeLanD, please contact eHealth.Training@hse.ie

UCD Professional Certificate in Process Improvement in Health Systems (Green Belt Programme).

eHealth staff who complete the Introduction to Lean Six Sigma (White Belt Programme) are eligible to apply to the UCD Professional Certificate in Process Improvement in Health Systems (Green Belt Programme).

Applications will be reviewed as part of a selection process by submitting your project idea to ehealth.training@hse.ie. Selected individuals will then be placed on a project team or can enter their own team to apply with a particular project. The next applications open in May 2023.

Further information can be viewed here: [Green Belt Programme](#).

Agile Product Management:

An Agile methodology is a way to manage a project by breaking it up into several phases. It involves constant collaboration with stakeholders and continuous improvement at every stage. Once the work begins, teams' cycle through a process of planning, executing, and evaluating. Continuous collaboration is vital, both with team members and project stakeholders. The goal is to deliver customer value early, consistently, and adapt to changing requirements iteratively.

Agile approaches started in software development in the 1990s and became the de facto way to deliver software and reduce risk. Many lessons from Agile software delivery can be leveraged across the business from project delivery to operational efficiencies.

This ½ day workshop aims to introduce participants to Agile Product Management with the following learning outcomes.

Learning Outcomes

Appreciation of the History of Agile.

Agile manifesto 4 Values / 12 Principles.

Mechanics of Agile: Scrum primer (roles, artefacts and ceremonies)

Product Management Principles

Introduction to some related tools and approaches:

- Kanban
- Kaizen
- Design thinking
- Behaviour Driven & Test-Driven Development (BDD & TTD)

Developing an Agile Mindset

Doing vs Being Agile

Targeted Groups

Any group looking to get an introduction to Agile approaches to product delivery or see how some of these approaches might benefit their areas.

Co-ordinator and Further Enquiries to:

Aoife Walsh, Aoife.Walsh16@hse.ie or eHealth.Training@hse.ie

Managing People Using H.R. Policies

Understanding and applying the legal framework that governs human resource development in the organisation is as important as other management skills. Factors defining this framework are presented in **this one-day programme**. The programme aims to explain the various employment statutes and their impact on the role of the line manager. Moreover, how the use of HR policies not only serves to comply with the legislative obligations but is also essential in motivating and building committed staff to deliver that high-quality performance.

Learning Outcomes

How to interpret and apply the HR policies that underpins:

- Effective employee performance
- Employee Grievances
- Attendance management
- Dignity at work policy

Targeted Groups

Any staff member with direct people management responsibilities

Co-ordinator

Sean Toner, Sean.Toner1@hse.ie

Date	Duration	Venue	Start & Finish Times	Closing Date
08/06/2023	1 Day	The Richmond Education and Event Centre No 1 North Brunswick Street, Dublin 7	09:30am – 17:00pm	25/05/2023
08/11/2023	1 Day	The Richmond Education and Event Centre No 1 North Brunswick Street, Dublin 7	09:30am – 17:00pm	25/10/2023

How to Apply

Please see Enrolment Process and Further Information section on Page 5 above.

If you have any issues with enrolling on HSeLand, please contact eHealth.Training@hse.ie

Getting Ready for Retirement

Financial planning is not the only thing you need to think about when retiring. It is important to consider your entitlements, taxation and the personal impact of transitioning from work to retirement. The best way to ensure the lifestyle you want in retirement is to take ownership of it now.

This **one-day programme** aims to promote a holistic approach to retirement planning where financial preparation is not the only focus.

Programme Content

- Superannuation/Legacy Scheme (for those who joined the HSE *before* 1st January 2013)
- Single Public Service Pension Scheme (for those who joined the HSE *after* 1st January 2013)
- A positive approach to personal change in retirement
- Financial planning
- Personal taxation
- Social Welfare entitlements & Pensions
- The importance of Making a Will and enduring Power of Attorney

Targeted Groups

This course is available to all Grades.

Co-ordinator

Janis Nolan, Janis.nolan@hse.ie

Date	Duration	Venue	Start & Finish Times	Closing Date
10/05/2023	1 Day	The Richmond Education and Event Centre No 1 North Brunswick Street, Dublin 7	09:30am – 17:00pm	30/04/2023

How to Apply

Please see Enrolment Process and Further Information section on Page 5 above.

If you have any issues with enrolling on HSeLanD, please contact eHealth.Training@hse.ie

Leadership Development Programme

In order for any leadership learning experience to be effective it should provide a blended mix of structures and tools as well as enough open space and time to allow participants to reflect and introspect, both on their journey as leaders today and what their future leadership destination will be.

This **eight-day programme** aims to advance the effectiveness of seasoned managers by challenging them with new insights, high energy learning exercises using best practices and tools as well as Action Learning opportunities. **Moreover, each participant will be assigned a Mentor for the duration of the programme.**

eHealth Mentoring

Mentoring is defined as “...off-line help by one person to another in making significant transitions in knowledge, work and or thinking” **Office of Health Management (1999) Guidelines on Mentoring.**

eHealth mentors are senior HSE retirees who have held positions such as Chief Officers, Assistant and National Directors.

In readiness for mentoring give consideration to holding discussion around career development and personal development. See link to [Mentoring Guidelines](#).

Bar-On Emotional Quotient Inventory (EQ-I).

Emotional Intelligence is defined as “an array of non-cognitive capabilities, competencies, and skills that influence one’s ability to succeed in coping with environmental demands and pressures”. Participants will be provided with the opportunity to assess, understand and leverage the value of their emotional intelligence by completing and receiving feedback on the EQ-I.

Presentation to eHealth Senior Management Team.

On the final day of the programme participants will be required to make a Presentation ‘pitch’ to members of the Senior Management Team. The presentation pitch should centre on making a positive impact to the organisation through either the introduction of:

- An application
- Introduction of a new or a change in work process
- The adoption of a technology

Learning Outcomes

- Develop Strategies for Planning and Leading Organisation Change.
- Understand the difference between being a Leader and a Manager.
- Leading People and Teams.
- Appreciation of eHealth finance.
- Demonstrate Influencing and Negotiation skills.
- Develop your Emotional Intelligence capacity.
- Appreciate resilience and stress management skills.

- Develop your Presentation and Conflict Handling skills.
- Apply the principles of Emergency Planning and prepare for the unexpected by developing Emergency protocols and plans.
- Practically understand the concepts, tools and principles of Agile and Lean thinking.

Targeted Groups

Grade VII and above

Co-ordinatorAoife Walsh, Aoife.Walsh16@hse.ie

Date	Duration	Venue	Start & Finish Times	Closing Date
24/01/2023 25/01/2023 21/02/2023 22/02/2023 28/03/2023 29/03/2023 20/06/2023 21/06/2023	8 Days	The Richmond Education and Event Centre No 1 North Brunswick Street, Dublin 7	09:30am – 17:00pm	10/01/2023
25/04/2023 26/04/2023 23/05/2023 24/05/2023 19/09/2023 20/09/2023 17/10/2023 18/10/2023	8 Days	The Richmond Education and Event Centre No 1 North Brunswick Street, Dublin 7	09:30am – 17:00pm	15/04/2023

How to Apply

Please see Enrolment Process and Further Information section on Page 5 above.

If you have any issues with enrolling on HSeLanD, please contact eHealth.Training@hse.ie

Administration Development Programme

This cross-sectoral programme has been developed for eHealth and Disruptive Technologies staff who work specifically as Executive Assistants, Personal Assistants and in Administrative Support.

This **two-day programme** will provide development opportunities across several key modules.

At the end of this programme you will have a knowledge and appreciation of:

- Team working and your preferred working style
- How you communicate effectively with service users and colleagues
- How to make the best use of your time
- Performance Achievement – understanding the P.A. process and how to give effective feedback
- Participating positively in meetings and minute taking tips
- Exploring personal resilience
- Career Development and Interview Skills
- Presentation Skills

Targeted Groups

Administration staff

Co-ordinator

Janis Nolan, janis.nolan@hse.ie

Date	Duration	Venue	Start & Finish Times	Closing Date
11/10/2023 12/10/2023	2 Days	The Richmond Education and Event Centre No 1 North Brunswick Street, Dublin 7	09:30am – 17:00pm	01/10/2023

How to Apply

Please see Enrolment Process and Further Information section on Page 5 above.

If you have any issues with enrolling on HSeLanD, please contact eHealth.Training@hse.ie

Presentation Skills - Presenting with Presence

“If You’re Going to Stand Up, You Better Stand Out”

Making a presentation is your opportunity to tell your story and inspire others to action. One of the problems faced in making a presentation is the fear of public speaking (also known as glossophobia). The truth is, this fear could be impacting your professional development.

This programme is designed to help you present with presence and to overcome the fear of public speaking. This **one-day programme** is highly interactive, fast-moving and will have each person in the group on their feet, at least 3 times throughout the day. While there is an overall atmosphere of fun there is also a serious amount of learning taking place.

Learning Outcomes

- Identify and enhance your own natural style.
- Plan your presentation using a 3-step process.
- Demonstrate confidence in delivering a presentation.
- Use your body language for added impact.
- Improve vocal technique
- Build and hold rapport with an audience
- Present to persuade
- Understand PowerPoint best practice
- Practice telling a compelling story
- Effectively facilitate a questions and answers session
- Use simple structures to answer questions with credibility

Targeted Groups

This highly impactful programme is for those who have to deliver presentations, contribute at meetings or who have to take part in conference calls and need to enhance their skills.

Co-ordinator

Sean Toner, Sean.Toner1@hse.ie

Date	Duration	Venue	Start & Finish Times	Closing Date
11/05/2023	1 Day	The Richmond Education and Event Centre No 1 North Brunswick Street, Dublin 7	09:30am – 17:00pm	01/05/2023

How to Apply

Please see Enrolment Process and Further Information section on Page 5 above.

If you have any issues with enrolling on HSeLanD, please contact eHealth.Training@hse.ie

Microsoft Excel – Intermediate to Advanced

This **two-day programme** is designed to give users a working knowledge of the more advanced features and sophisticated abilities of Excel. This course is suitable for delegates using MS Excel 2016 or newer versions.

Day 1: Building More Maintainable Spreadsheets.

- **Tips and Tricks:** Some of the most beneficial shortcuts and tricks in Excel that will help you daily.
- **Formatting:** Advanced formatting options such as custom lists, custom number formats and paste options like paste transpose.
- **Data Validation:** Learning about the validation rules that we can apply to cells in a spreadsheet along with adding drop down menus.
- **IF Statement:** Creating IF and Nested IF Statements.
- **Tables:** Applying the Table Style to data ranges and understanding when and how tables are used.
- **Name Manager:** Applying absolute referencing to cells in a formula Naming cells and cell ranges Formula Auditing tools.
- **Working with Text:** Introducing the most used text functions in Excel like TRIM, Upper, Lower, Proper and also dividing a text string into multiple columns.
- **Lookups:** When to use a lookup function, creating V and H Lookup functions within a spreadsheet, creating V and H lookup functions across multiple spreadsheets.
- **Protection:** Adding Sheet protection and Workbook protection and applying a password to a file and locking cells.

Day 2: Analysing and Visualising your Data.

- **Tables:** Applying the Table Style to data ranges. Understanding when and how tables are used. Learn the table tools that will best help with getting the information that you need for reporting.
- **Advanced Sorting & Filtering:** Using the Sort and AutoFilter options including Subtotalling to help analyse and report on our data lists.
- **IFs:** SumIF, CountIF and AverageIF formulas.
- **Conditional Formatting:** Use of built-in rules, editing the rules and use of formulae on conditional formats.
- **Pivot Tables:** Formatting and editing their layout, Slicers and Pivot Charts.
- **Charts & Sparklines:** Making the most of your results with chart options and sparkline tools that bring your report to the next level.
- **Macros:** Creating and storing a macro in Excel. Understanding how they work and assigning them to icons and buttons.

Targeted Groups

This course is available to all Grades. Please ensure you have Line Manager approval before you enrol on this course.

Co-ordinator

Sean Toner, Sean.Toner1@hse.ie

How to Apply

Courses are booked based on indicated interest.

If you are interested in taking part in the above course, please contact eHealth.Training@hse.ie

Microsoft Word 2016 – Intermediate to Advanced:

This course is designed to give users a working knowledge of the more advanced features of Word. It assesses the more intelligent abilities of Word.

On completion of this **two-day programme** participants will be able to demonstrate and interpret the following:

- Working with Tables, to sort table data and control cell layout and perform calculations in a table.
- Customising Format - Using styles and themes.
- Using Images and videos in a document, using word Art, SmartArt and text effects.
- Inserting Content using Quick Parts.
- Controlling Text Flow, using column and section breaks, linking text boxes.
- Using Templates.
- Using Mail Merge.
- Collaborating on Documents, sharing, reviewing and tracking changes.
- Adding Reference Marks and Notes – captions, cross references, hyperlinks, citations, footnotes, endnotes and bibliography.
- Simplifying and Managing Long Documents – indexing, tables of contents, outlines.
- Securing a Document, setting restrictions.
- Creating and manipulating Forms.
- Managing and comparing Document Versions.
- Macros – creating and using macros.

Targeted Groups

This course is available to all Grades. Please ensure you have Line Manager approval before you enrol on this course.

Co-ordinator

Aoife Walsh, Aoife.Walsh16@hse.ie

How to Apply

Courses are booked based on indicated interest.

If you are interested in taking part in the above course, please contact eHealth.Training@hse.ie

Stress Management and Resilience

This **one-day programme** introduces participants to the most effective scientifically proven techniques to manage and combat the effects of accumulated stress. Participants will explore the most effective techniques for managing stress including breathing, the relaxation response, progressive muscular relaxation, visualisation, autogenics, cognitive restructuring, exercise and meditation (including mindfulness). Participants will be asked to complete a Stress Management and a Resiliency questionnaire prior to undertaking the programme.

Please ensure you wear comfortable clothing.

Learning Outcomes:

On completion of this programme, participants will be able to:

- Recognise stress and how it affects us (Stress, Anxiety and Depression) and how to recognise it in others (awareness spectrum)
- Be able to identify stressors-stress signals/strain- The physical, emotional, and mental consequences of stress.
- Understand the bio psychosocial nature of the fight or flight response and the required conditions to elicit the relaxation response.
- Be aware of up to date physiological benefits of the relaxation response and the 7 most scientifically effective relaxation techniques
- Understand the theory of Human Performance and its role in illness
- Identify and practice personal stress management interventions.
- Understand and explore the nature of resilience and resiliency
- Identify and explore personal resilience capacity

Co-ordinator

Sean Toner, Sean.Toner1@hse.ie

Date	Duration	Venue	Start & Finish Times	Closing Date
20/04/2023	1 Day	The Richmond Education and Event Centre No 1 North Brunswick Street, Dublin 7	09:30am – 17:00pm	01/04/23

How to Apply

Please see Enrolment Process and Further Information section on Page 5 above.

If you have any issues with enrolling on HSeLanD, please contact eHealth.Training@hse.ie

