

Directory of Leadership and Management Development elearning and online resources

December 2010

Hyperlinks are shown in [blue](#)

NB This is a fast-moving area, and so it is constantly evolving. If you find any links that do not work, or if you have any suggestions of items or resources that could be added, or if you have any other comments, please email john.hunt@southcentral.nhs.uk.

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1. NHS South Central Leadership Online Academy

The NHS South Central Leadership Online Academy is at this stage a pilot only. 200 people in the South Central area have a licence for unlimited access to the extensive materials in the online Leadership Academy for a 12 month period. This is an “Advanced Learning Environment” which is being used very successfully by NHS Scotland and some other places in the NHS, and is provided by a company called “The Working Manager”.

The organisations involved in this pilot are:

- Nuffield Orthopaedic Centre NHS Trust
- Portsmouth Hospitals NHS Trust
- NHS Solent Healthcare
- South Central SHA

The structure of what is offered is comprehensive. It includes:

- Your first steps – How to use the site, My learning style, My learning log, My bookmarks
- Growing my skills – Top ten tips, Learning pathways, Articles, Topics
- Testing myself – Knowledge exercises, Self discovery exercises, My results
- My development – Where am I now, Where do I want to go, How do I get there, How am I doing
- Other areas: Case studies, Columnists, Books, Book reviews, Glossary, Hall of Fame.

For further details, email john.hunt@southcentral.nhs.uk.

2. Elearning programmes

a. SHA Leadership and Management Development modules

The SHA has purchased a suite of leadership and management development elearning programmes from Yorkshire & Humberside SHA for use throughout all NHS organisations in the South Central region. The subjects are:

- Appraisal Skills*
- Assertiveness in the Workplace*
- Behavioural Based Interviewing*
- Coaching Skills*
- Delivering Effective Feedback*
- Managing Upwards*
- Leading, Managing and Dealing with Change*
- Performance Management*
- Managing Absence
- Managing Difficult Staff
- Managing Stress in the Workplace
- Performance Coaching
- Service Improvement
- Situational Leadership

* These modules have already been developed and can be viewed at the links below. The others are in development. Links to preview these are:

[Appraisal Skills](#)
[Assertiveness in the workplace](#)
[Behavioural Based Interviewing](#)
[Coaching Skills](#)

Empowering the Manager
Delivering Effective Feedback
Leading change
Managing performance

The asterisked modules are being placed on the SHA server, and should be available for Leadership Development Leads to use within all organisations in the South Central region shortly.

In addition, the plan is that some of the modules will in time be converted to Atlantic Link software for all elearning, and this would enable individual organisations to adapt the modules. The priority module for conversion is the Appraisal Skills module initially.

b. Elements elearning

“Elements” are bite-sized management development modules on a variety of subjects, and are available via the Institute of Healthcare Management (IHM). Most NHS organisations in South Central had made arrangements for the provision of Elements e-learning for managers locally but these corporate licences expired on 31 March 2010. The subjects are:

- Appraisals
- Coaching for Managers
- Managing Change
- Managing Conflict
- Mentoring
- Planning and Recruitment
- Project Management
- Purchasing and Contracts
- Improving Your Effectiveness
- Management Supervision

The IHM has now changed its arrangements, and Elements will now be free to IHM members but from 2011 (or when IHM E-Learning Platform goes live) will be available online and cost £20 per Element for all non-members. Corporate annual licenses are expected to start at 50 licences for £500 and cover 10 Elements at a time (i.e. £10 per Element).

Further details should in time be posted at
https://www.ihm.org.uk/education/programmes/mhsc_elements.

c. National eLearning Repository

To access the National eLearning Repository, follow these links:

[search the repository](#)
<http://www.elearningrepository.nhs.uk/>

There appears to be nothing yet in the National eLearning Repository on leadership, three relevant objects on management (see list below), one on the KSF, and a number on communications (but this is mostly in the social care setting – see list below).

- Planning for Improvement:
[Preview](#) [Download](#)
- Improving Your Practice
[Preview](#) [Download](#)
- Improving care
[Preview](#) [Download](#)
- Professional identity and collaboration
[Preview](#) [Download](#)
- Communication Skills - Barriers to Communication
[Preview](#) [Download](#)
- Communication Skills - Communicating in challenging situations
[Preview](#) [Download](#)

- Communication Skills - Communicating through action and other means of communication
[Preview](#) [Download](#)
- Communication Skills - Forming and maintaining relationships with service users, carers, professionals and others
[Preview](#) [Download](#)
- Communication Skills - Gathering Information
[Preview](#) [Download](#)
- Building relationships, establishing trust and negotiating with other workers
[Preview](#) [Download](#)
- A model of practice and collaboration
[Preview](#) [Download](#)
- An introduction to interprofessional and inter-agency collaboration
[Preview](#) [Download](#)
- A Guide to Using Web 2.0
[Preview](#) [Download](#)

d. National Learning Management System (NLMS)

The National Learning Management System (NMLS) website is at <http://www.esrsolution.co.uk/nlms/>.

Partners (external links open in new window):

- [Connecting for Health](#)
- [Department of Health](#)
- [e-Learning for Healthcare](#)
- [Skills Academy for Health Core Learning Unit](#)
- [Social Care Institute for Excellence \(SCIE\)](#)

The list of courses available is at <http://www.esrsupport.co.uk/nlms/catalogue.html> . The most relevant headings are Personal Development, Management & Leadership and Personal Effectiveness – but there does not appear to be much there at present.

All eLearning accessed via NLMS will track and record progress against Electronic Staff Record.

e. Connecting for Health

The Learning Web

This is part of the NHS Connecting for Health Professionalising Health Informatics (PHI) online portal and it is available at <http://www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb>.

It hosts links to many health-related leadership and change management development opportunities which could be of benefit to managers and leaders everywhere, not just informatics staff. The portal has been developed to include Board level development and career pathways, and the Learning Web aims to support personal and professional development. Sub-sections contain resources to support:

- Leadership and management
- Personal development
- Professional development
- Technical development

Leadership & Management links:

- Self-management:
<http://www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb/leadership/self>
- Leadership development:
<http://www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb/leadership/dev>

- Change management:
<http://www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb/leadership/change>
- Staff management:
<http://www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb/leadership/staff>
- Resource Management:
<http://www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb/leadership/resource>

Personal development links:

- Induction:
<http://www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb/personal/induction>
- Personal portfolio:
<http://www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb/personal/portfolio>
- Learning Groups:
<http://www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb/personal/learning>
- Mentoring & coaching:
<http://www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb/personal/mentoring>
- Networking:
<http://www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb/personal/networking>

f. eLearning for Healthcare (eLfH)

See <http://www.e-lfh.org.uk/>.

A list of all eLfH projects can be found here: <http://e-lfh.org.uk/projects.html>. Access arrangements for each project may differ.

Foundation e-learning includes *Equality & Diversity* and *Health Promotion* - see <http://e-lfh.org.uk/projects/foundation/index.html>.

LEAD Medical Leadership

This is an eLearning resource supporting doctors to develop leadership. Created by the Academy of Medical Royal Colleges (AoMRC) and NHS Institute for Innovation and Improvement (NHS Institute) in partnership with e-Learning for Healthcare (e-LfH), LeAD supports the Medical Leadership Curriculum (based on the Medical Leadership Competency Framework). See <http://e-lfh.org.uk/projects/lead/index.html>

For further information about eLfH, please contact our regional Account Manager, Shella Johnson shella.johnson@e-lfh.org.uk.

g. Skills Academy for Health - NHS Core Learning Unit

See <http://www.corelearningunit.com/> or <http://www.corelearningunit.nhs.uk>. Modules include:

- Fire Safety Awareness
- Health and Safety Awareness
- Manual Handling
- Respect for People - Equality and Diversity
- Welcoming Disabled People – Disability Awareness
- Being Open
- Understanding Personal Safety and Security Awareness
- Public Health Awareness

- Mentoring for success (currently only available in paper copy form)

All courses are available via the Core Learning Unit website: <http://www.corelearningunit.com/> or <http://www.corelearningunit.nhs.uk> or via the National Learning Management System (component of ESR). The list of courses available is at <http://www.corelearningunit.com/index.php?id=2> .

Also coming soon:

- Interprofessional & Inter-Agency Collaboration - Social Care Institute for Excellence
- Introduction to Patient Safety - National Patient Safety Agency
- Multi-Disciplinary Teams - DH e-Learning for Healthcare
- Personalisation - Social Care Institute for Excellence
- Professional Skills - DH e-Learning for Healthcare
- Workgroups - NHS Connecting for Health

h. London Deanery elearning modules

The London Deanery provides elearning resources for clinical teachers (and these may also be suitable for doctors and other clinicians - and possibly more widely still). The link is <http://www.faculty.londondeanery.ac.uk/e-learning>, and some of the relevant subjects are below:

- Setting learning objectives: <http://www.faculty.londondeanery.ac.uk/e-learning/setting-learning-objectives/>
- How to give feedback: <http://www.faculty.londondeanery.ac.uk/e-learning/feedback/>
- Supervision: <http://www.faculty.londondeanery.ac.uk/e-learning/supervision/>
- Careers support: <http://www.faculty.londondeanery.ac.uk/e-learning/careers-advice/>
- Work-based assessment: <http://www.faculty.londondeanery.ac.uk/e-learning/workplace-based-assessment/>
- Small group teaching: <http://www.faculty.londondeanery.ac.uk/e-learning/small-group-teaching/>
- Facilitating learning in the workplace: <http://www.faculty.londondeanery.ac.uk/e-learning/facilitating-learning-in-the-workplace/>
- Diversity, equal opportunities and human rights: <http://www.faculty.londondeanery.ac.uk/e-learning/diversity-equal-opportunities-and-human-rights/>
- Appraisal: <http://www.faculty.londondeanery.ac.uk/e-learning/appraisal/>
- Managing the trainee in difficulty: <http://www.faculty.londondeanery.ac.uk/e-learning/managing-poor-performance/>
- Teaching clinical skills: <http://www.faculty.londondeanery.ac.uk/e-learning/teaching-clinical-skills/>

i. BMJ Learning

Individual modules: these are available at no extra cost to all those within the South Central region through the Athens account.

Communication and management:

- Becoming an agent of change: key principles and practical examples of managing change (Just in time): <http://learning.bmj.com/learning/search-result.html?moduleId=5004461>
- Communication skills: an up to date guide (Just in time): <http://learning.bmj.com/learning/search-result.html?moduleId=6057021>
- How to give a presentation (Read, reflect, respond): <http://learning.bmj.com/learning/search-result.html?moduleId=5004471>
- Introduction to change management (Just in time): <http://learning.bmj.com/learning/search-result.html?moduleId=5004459>
- Leadership: leading health services in difficult circumstances (Just in time): <http://learning.bmj.com/learning/search-result.html?moduleId=6050084>
- Teamworking: a user's guide (Just in time): <http://learning.bmj.com/learning/search-result.html?moduleId=6051466>

Health and performance of colleagues:

- Dealing with difficult doctors (Just in time): <http://learning.bmj.com/learning/search-result.html?moduleId=5001068>

Equality diversity and rights:

- Discrimination in the workplace: what it is and how to prevent it (Read, reflect, respond): <http://learning.bmj.com/learning/search-result.html?moduleId=5004323>

Teaching and training:

- Small group teaching (Just in time): <http://learning.bmj.com/learning/search-result.html?moduleId=6055963>

Plus there is now a “**Leadership in Medicine**” module

Are you an effective leader at work? In medicine there are lots of opportunities to show leadership, whether you're heading a department, leading a resuscitation attempt, or just making a ward round run smoothly - you're a leader. Maybe you should re-think your role - how could you be a better leader? For a short guide, take this module. This link is: [Leadership in medicine](#).

This is also available at no extra cost to all those within the South Central region through the Athens account.

This seems to be aimed at GPs, but subject to evaluation, could possibly be applicable to doctors generally.

Learning outcomes

On completion of this module you should:

- Appreciate the need for strong leadership within general practice
- Understand the need to constantly monitor the needs of the task, team, and individual
- Understand some leadership techniques (for example leading by example or by persuasion)
- Be able to assess a situation and decide which techniques are most likely to achieve a certain task while meeting the needs of the teams and individuals.

Leadership in general practice means:

- Knowing what your goals are
- Having a plan to achieve those goals
- Having commitment from all of the stakeholders to pursue those goals
- Being focused on achieving results.

Or, “for a more in-depth treatment, the BMJ has teamed up with the Open University Business School to provide a flexible programme of courses to take you as far as you want to go (all the way to MSc in Clinical Leadership, if you want)”. The link is: [The Clinical Leadership Programme](#). This is expensive though – up to £780 per module.

j. MIAD

The Deaneries in NHS South Central are currently pilot elearning and blended learning for doctors and dentists using a company called MIAD. Established in 1995, MIAD specialise in providing NHS-dedicated training and consultancy services. By blending their expertise and knowledge of the key issues affecting the NHS with the latest developments in learning they can offer a comprehensive range of training solutions for healthcare professionals. Its website is at <http://www.miaduk.com/> and Don Strange has further details (Don.Strange@nesc.nhs.uk).

k. ManagersPitStop

These resources are available at www.managerspitstop.com.

The website offers free online Leadership and Management training for managers, business leaders, human resources professionals and individuals. The training, which would normally cost some £200 per

person, is available as bite-sized audiovisual online tutorials with supporting documentation that last between five and 25 minutes. The subjects available include managing people, recruiting, coaching.

Managing People tutorials:

[What is a good manager?](#)
[Managing performance - required skills](#)
[Delegating to others](#)
[Managing performance by objective](#)
[Managing performance by job description](#)
[Managing performance by function](#)
[Managing performance by behaviours](#)
[Absence management](#)
[Resolving conflict](#)
[Managing change in business](#)
[Leadership](#)
[Communication](#)
[Good team members](#)
[Developing people](#)
[Assertiveness at work](#)
[Building trust in business](#)
[Business planning](#)
[The performance contract](#)
[What does good look like in this business?](#)
[Training and development](#)
[Conducting training needs analysis](#)
[Evaluating training](#)

Coaching People tutorials:

[Affirmations](#)
[The self talk cycle](#)
[Self esteem](#)
[Change - imposed](#)
[Change - planned](#)
[Barriers to performance](#)
[Comfort zones](#)
[Resilience](#)
[Happiness](#)
[Having a purpose](#)
[Feedback / feed forward](#)
[Time-line](#)
[Values](#)
[Mind Mapping](#)
[SWOT analysis](#)

Recruiting People tutorials:

[Step 1 - The exit interview](#)
[Step 2 - Documents you can use](#)
[Step 3 - The interview](#)
[Step 4 - Induction](#)

I. MHSC Milestones

Milestones are not technically elearning modules, but nevertheless may be useful to some learners. They are distance learning modules which are now available in pdf format.

The SHA is continuing to offer a £100 bursary per subject of this postgraduate-level distance learning for anyone in the NHS South Central area (the full cost is £200 per subject, so it's a saving of 50%). This is a flexible model of accredited learning delivered at Masters level with general credit from the Open University. A module can take just six weeks to do, you can start whenever suits you, and you have up to 10 weeks from your start date to submit your assignment. Further details are on the Institute of Healthcare Management's website at https://www.ihm.org.uk/education/programmes/mhsc_milestones/.

For South Central learners, there is no need to attend one of the study centres – you can just study independently whenever or wherever you want.

There is an information sheets about each subject via the IHM website above or via the links below:

- [Role of the enterprise manager](#)
- [Managing service delivery](#)
- [Managing service quality](#)
- [Making information work for you](#)
- [Organisational structure and the flow of information](#)
- [Budgetary Management](#)
- [Costing Management](#)
- [Emergency preparedness and business continuity planning](#)

To apply, complete the one page application form which is available by emailing leadershipdevelopment@southcentral.nhs.uk.

3. On-line journals and databases of journal articles

Journals

There is a very wide range of management and leadership journals are available at no cost to all staff throughout the South Central region. All that staff need is an NHS Athens account (if you don't already have one of these, you can get one at <https://register.athensams.net/nhs/nhseng/>).

For a complete list of all the full-text electronic journals available to NHS staff, go to <http://www.library.nhs.uk/booksandjournals/journals/>, select the *Login* tab at the top right hand corner of the screen, and input your Athens account details. You can then browse alphabetically, or search for a particular journal title, or even a specific article.

The Ebsco 'Health Business Elite' collection of journals is particularly good for management and leadership titles. To search just this collection, go to <http://search.ebscohost.com>, select *Athens Login*, input your Athens username and password, then select EBSCOhost Research Databases, and choose Health Business Elite. Use the 'Publications' tab to search for particular journal titles.

The Harvard Business Review is the most used title in this collection. Type 'Harvard Business Review' in the browse box below the bar marked 'Publications', and you'll be able to see everything from the current edition right back to 1922! This direct link may work for you once you have logged into Athens: [HarvardBusinessReviewviaAthens](#).

Databases of journal articles

To do a search for published journal articles on management and leadership topics, go to <http://www.library.nhs.uk/booksandjournals/>, select the Login tab at the top right hand corner of the screen, and input your Athens account details. You can then search across all the databases, or select one or more specific databases for your search. The databases on offer include clinically focussed ones like Medline, CINAHL, etc, but also:

- Health Business Elite – contains full text content from 480 journals, detailing all aspects of health care administration and other non-clinical aspects of health care institution management.
- HMIC (the Health Management Information Consortium database) - a compilation of data from two sources, the Department of Health's Library and Information Services and King's Fund Information and Library Service.

4. Online resources

a. NHS Evidence (formerly the National Library for Health)

The NHS Evidence website is <http://www.evidence.nhs.uk>

The **Health management specialist collection** is part of NHS Evidence. The aim of the health management specialist collection is to provide timely and efficient access to high quality information resources for health managers, clinical managers and leaders, and those involved in commissioning health services: <http://www.library.nhs.uk/healthmanagement/> (and for a list of key topics, see <http://www.library.nhs.uk/healthmanagement/Page.aspx?pagename=KT>)

If you search on “leadership”, there are currently 320 items – see <http://www.evidence.nhs.uk/Search.aspx?t=leadership&m=srn.Health%2bManagement%2bCollection&ps=10&pa=1&s=Relevance&exp=> (including a leadership in the NHS reading list on <http://www.kingsfund.org.uk/document.rm?id=8360>). And for health management on twitter, see http://twitter.com/NHSE_health_mgt.

The NHS Evidence Specialist Collections filter the huge quantity of published research to ensure that you find only the best available evidence. From them, you can link to the latest guidelines, systematic reviews and research in your area of interest. These cover such things as events, organisations, key topics, data sources, journals and toolkits. Relevant specialist collections are:

- Commissioning: <http://www.library.nhs.uk/commissioning/>
- Health Management: <http://www.library.nhs.uk/healthManagement/> (see above)
- Innovation & Improvement: <http://www.library.nhs.uk/improvement/>
- Quality & Productivity: <http://www.library.nhs.uk/qualityandproductivity/>

The first three of these are managed by The Kings Fund – which is itself an excellent resource: see <http://www.kingsfund.org.uk/> and for its library, see http://www.kingsfund.org.uk/what_we_do/information_library_service/

Information revolution: This video explores how NHS Evidence can benefit your daily practice - a free service that enables easy access to trustworthy health information and guidance for clinical and service provision decisions:
http://www.healthexec.tv/NHSEvidence?utm_source=SignUp.to&utm_medium=email&utm_campaign=208524-NHS+Institute+Alert+-+September+2010

b. The Productive Leader – NHS Institute for Innovation & Improvement

See website:

http://www.institute.nhs.uk/quality_and_value/productivity_series/the_productive_nhs_leadership_team_-_making_time_to_lead.html - registered members can download pdf versions of these:

Self-development modules on:

- Thinking strategies
- Communications and influencing
- Information processing
- Emotional Intelligence and Stress Management
- Problem Solving

Facilitated training modules on

- Leadership Coaching for The Productive Leader Programme
- Email Management
- Workload Management
- Meetings Management
- Sustaining Improvement

c. Harvard Business Review resources

There is a wide range of very good material available from the Harvard Business School and Harvard Publishing (in addition to access to the Harvard Business Review via Athens at <http://search.ebscohost.com/login.aspx?direct=true&db=heh&jid=HBR&site=ehost-live>):

- Harvard Business School Working Knowledge: <http://hbswk.hbs.edu/>
- Harvard Business Publishing free email newsletters (e.g. Management tip of the day, Weekly hotlist, HBR monthly update, Harvard management update, Leadership resource centre): <http://hbsp.ed4.net/prefcenter/signup.cfm>

d. Businessballs

Businessballs contains a wealth of management and leadership development information, with “free career help, business training, organisational development - inspirational, innovative ideas, materials, exercises, tools, templates”: <http://www.businessballs.com/>

e. Chartered Institute of Personnel & Development

There is a very wide range of resources available on the CIPD website on <http://www.cipd.co.uk/onlineinfodocuments/atozresources.htm>, many of which are available to non-members. CIPD podcasts, they are on: <http://www.cipd.co.uk/podcasts> . There are over 35, and subjects include “Leadership and OD” and “Change Management”.

f. 12manage management encyclopaedia

12manage (“*the executive fast track*”) describes itself as an “*e-learning community on management*”. It’s on: <http://www.12manage.com/>. It’s free to register for the standard service (they charge for the Premium service though so avoid this unless you want to pay for it). The standard service still which gives access to 12 management disciplines, a superb comprehensive management encyclopaedia and dictionary with over 1,500 entries, a management newsletter and an international executive network. The management discipline subjects include: change and organisation, communications and skills, decision-making, HRM, knowledge, leadership, programmes and project, strategy and quality.

g. Management Help – Free Management Library

Introduction to management: http://www.managementhelp.org/mng_thry/mng_thry.htm

Leadership in organisations: <http://www.managementhelp.org/ldrship/ldrship.htm>

Leadership theories: http://changingminds.org/disciplines/leadership/theories/leadership_theories.htm

h. Free high quality web-based resources

See the weblinks taken from all of the South Central Management Network Newsletters in the next section and the resources available from Business Schools in the section after, and the links in the NHS South Central Change Agent Resource Directory in the section after that.

There are many more. For example:

- Links to HR resources: <http://www.nbs.ntu.ac.uk/research/depts/hrm/links.php>
- Future-Engage-Deliver: <http://www.futureengagedeliver.com/> and <http://www.f-e-d.com/>

Please send your suggestions to john.hunt@southcentral.nhs.uk

Free high-quality web-based resources: website links from South Central Management Network newsletters

One of the aims of the South Central Management Network is to share knowledge of available resources. This is a selection of recommended website links which have featured in all of the editions of the Management Network newsletter since its inception in 2007 (in alphabetical order). The links should still work, but they have not been checked recently. If you find that they do not work, or if you discover any new ones, or if you are aware of new ones which you would like to see featured in future, please email john.hunt@southcentral.nhs.uk.

- **12manage** (*"the executive fast track"*) describes itself as an *"e-learning community on management"*. It's on: <http://www.12manage.com/>. It's free to register for the standard service (they charge for the Premium service though so avoid this unless you want to pay for it). The standard service still which gives access to a superb comprehensive management encyclopaedia and dictionary with over 1,500 entries, a newsletter and an international executive network.
- **Art of Brilliance:** This website promotes positive thinking and making the most of the resources that you have. It also has free downloads: <http://www.artofbrilliance.co.uk/index2.asp>.
- **Audit Commission Briefing:** In the Audit Commission's briefing '**Delivering more for less**' areas are identified where NHS Trusts and Foundation Trusts could make efficiency savings by making the most of their frontline staff. Data suggests there is the potential to make significant savings by making better use of doctors and nurses. The variation in nurse numbers, use of bank and agency nurses and grade mix suggests there is the capacity to improve productivity and reduce costs.
http://www.auditcommission.gov.uk/nationalstudies/health/financialmanagement/Pages/100625makingmostonfrontlinestaff.aspx?utm_source=Sign-Up.to&utm_medium=email&utm_campaign=203847-NHS+Institute+Alert+-+August+2010 .
- **Michael Abrashoff's 10 grassroots leadership principles:**
"Leadership begins with a personal commitment to change. Accept this responsibility, and you have taken the first step towards establishing yourself as a leader." Captain Mike Abrashoff US Navy. The *"It's Your Ship"* online learning series is based on Michael Abrashoff's 10 grassroots leadership principles. Abrashoff helps both experienced and emerging managers evaluate their current leadership styles. The principles will help you create and lead a team of confident and inspired problem solvers who take ownership and responsibility for organisational success.
<http://grlsolutions.com/video-clips.php#> .
- **BBC In Business:** There is an excellent "In Business" archive (going right back to 2002!) available from: <http://www.bbc.co.uk/radio4/news/inbusiness/archive.shtml>. For example a programme from last year is on "Women's Work". The programme puts forward the viewpoint that if more women were on the Boards of banks, the economy would not be in such a mess. You can listen to it on <http://www.bbc.co.uk/programmes/b00lytq4> .
- **BMJ Guide to the NHS:** Written for junior doctors, but this a really useful resource for all staff new to the NHS at <http://group.bmj.com/group/affinity-and-society-publishing/NHS%20Guide.pdf> .
- **Marcus Buckingham:** Take a look at the website and resources from Marcus Buckingham: <http://www.tmbc.com/home.php>. This website has videos and blogs <http://www.123people.com/s/marcus+buckingham>.
- **Businessballs** contains a wealth of management and leadership development information, with *"free career help, business training, organisational development - inspirational, innovative ideas, materials, exercises, tools, templates"* and it's on: <http://www.businessballs.com/>.
- **The Centre for Creative Leadership (CCL)** has excellent resources (300 articles and a free Leading Effectively e-newsletter) on <http://www.ccl.org/leadership/index.aspx>.

- **Chairing meetings:** These websites explain how to chair meetings effectively:
<http://www.meetingwizard.org/meetings/chairing-meetings.cfm>
http://non-profit-governance.suite101.com/article.cfm/how_to_chair_meetings_effectively
<http://www.diycommitteeguide.org/article/chairing-meetings>.
- **Champions Club:** www.championsclub.org.uk – for personal development tips, etc.
- **Chartered Institute of Personnel & Development (CIPD).** There is a very wide range of resources available on the CIPD website on <http://www.cipd.co.uk/onlineinfodocuments/atozresources.htm>, many of which are available to non-members. If you haven't yet discovered the CIPD podcasts, they are on: <http://www.cipd.co.uk/podcasts>. There are over 35, and subjects include “Leadership and OD” and “Change Management”. For example, Gary Hamel speaks eloquently on change and innovation. Those of you who are not CIPD members should still be able to download podcasts from this link, and the Gary Hamel podcast is on this link:
http://www.cipd.co.uk/podcasts/_articles/garyhamel.htm?wa_src=email&wa_pub=cipd&wa_crt=strapline&wa_cmp=cipdupdate_080709.
 And there is a good podcast on *Distributed Leadership* at
http://www.cipd.co.uk/podcasts/_articles/_distributedleadership.htm?link=title.
- **Chartered Management Institute (CMI):** <http://www.managers.org.uk/>. Unfortunately most resources are only available to members, but there some material generally available from a useful section on research and policy on http://www.managers.org.uk/section_1.aspx?id=10:9. Women members of the Chartered Management Institute can affiliate to Women in Management (WiM) at no extra cost. If you are interested, email: wim@managers.org.uk for further information. WiM operates nationwide and has around 2000 members who meet in regional groups.

Innovation for the Recovery: Enhancing innovative working practices: This CMI's research report, published in partnership with NESTA and City University, explores the changing role of innovation in the recession. The report shows that managers are committed to more innovative ways of working. The 30-page summary report can be downloaded - free of charge - from CMI's website at: www.managers.org.uk/innovation.

The CMI has launched the **Health Sector Managers Network** in response to the large, and growing, base of members within the health sector and an awareness of the unique challenges that managers and leaders in this sector face. This network provides a forum in which you can network with fellow health sector managers and learn about the latest developments in the health sector, gives you a platform to debate the latest issues with like-minded managers and keeps you up to date with the latest management news in your sector. If you already a member of the CMI - to join this online community, debate the latest management policy developments, or simply ensure you are getting the most out of your CMI membership, visit the new CMI Health Sector Managers Network at www.managers.org.uk/health.

- **Coaching for Organisation Change:** See this clip from Phil Morley CEO Mid-Cheshire Hospitals on *Coaching for Organisation Change*:
http://www.institute.nhs.uk/building_capability/general/the_first_nhs_national_coaching_conference.html
- **Jim Collins'** “Lecture” Hall is worth a browse on <http://www.jimcollins.com/hall/index.html>. Also, Jim Collins, author of “*Good to Great*” defines what makes a level V leader:
<http://www.youtube.com/watch?v=q-KyQ90XByY&feature=related>.
- **Common Purpose** is a not-for-profit organisation that brings together people from a wide range of backgrounds to help them become more effective leaders in society. They run a range of leadership development courses that offer participants the inspiration, knowledge and connections to help them become more active and engaged in society: <http://www.commonpurpose.org.uk/>.
- **Dearden Newsletter:** There are some interesting articles in this newsletter (Ken Jarrold's pieces are particularly good), and the three most recent editions can be downloaded as pdfs from:
<http://www.dearden.co.uk/download.php>.
- **Department of Health:**
www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_093395 - this is the link to the Department of Health's paper published earlier this year on *Inspiring Leaders*:

leadership for quality. And the NHS Constitution is available from http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_093419.

- **Dogpile search engine:** Can't find what you are researching on the internet via Google or one of the other search engines? How about trying <http://www.dogpile.co.uk/> ? This fetches and ranks results from multiple search engines – “*all the search engines piled into one*”. It is in effect, a search engine of other search engines - which could increase your choice of sites.
- **Dropbox** is the easiest way to store, sync and share files online. There's no complicated interface to learn: <https://www.dropbox.com/>.
- **Jim Easton:** Bringing QIPP and the White Paper together: http://www.healthexec.tv/node/648?sid=20211&utm_source=SignUp.to&utm_medium=email&utm_campaign=212436-NHS+Institute+Alert+-+October+2010.
- **e-Learning for Healthcare (e-LfH)** is an award winning e-learning programme providing national, quality-assured online training content for the healthcare profession: <http://www.e-lfh.org.uk/> .
- **Emerald:** www.emeraldinsight.com. This is a leading publisher of management research, and many of you may already have login authorisation to access to their publications via your Athens password. Even if you do not, access to “The Journal of the Week” is free.
- **Employee engagement:** *Employee engagement, a review of current thinking*, was published by the Institute of Employment Studies Report in June 2009. This report, based on a systematic review of the literature on employee engagement, seeks to synthesize current thinking and evidence. It is relevant to a wide audience, whether you are new to engagement or whether you are working to improve and maintain engagement levels in your organisation: <http://www.employment-studies.co.uk/pubs/report.php?id=469>.
- **Empowering executives:** This website below contains some useful information, e-techniques and an e-newsletter that you can subscribe to www.em-poweringexecutives.co.uk.
- **Executive podcasts:** For those of you who have mastered your MP3 player, there are some really good downloads from: <http://www.podexec.com/podcast> , especially <http://www.podexec.com/podcast/redpod>, <http://www.podexec.com/podcast/scasecast> and <http://www.podexec.com/podcast/nla>.
- **Financial Times Business Life.** This is at <http://www.ft.com/businesslife/management>. This has a range of articles and details of business books, as well as videos in its FT Business School on Video section at: <http://www.ft.com/cms/a5dd621a-e39d-11dc-8799-0000779fd2ac.html> .
- **The Financial Times FT Management Blog** is a forum for the latest thinking and debate about the strategic and operational issues that preoccupy managers around the world: <http://blogs.ft.com/management/category/leadership/>.
- **Foundation of Nursing Leadership:** This website provides the latest clinical and leadership news, clinical leadership resources, publications, articles and research, and free online leadership assessments. There is link to the website “presenting magically” seminar; www.nursingleadership.org.uk/seminars/seminar_presenting.php and the career strengths test is on www.nursingleadership.org.uk/test3.php.
- **The Free Management Library:** This comprehensive site is at <http://www.managementhelp.org/> . For example there is an introduction to management at: http://www.managementhelp.org/mng_thry/mng_thry.htm and a section on leadership in organisations at <http://www.managementhelp.org/ldrship/ldrship.htm>.
- **Daniel Goleman:** Many of you will have heard about the work that psychologist Daniel Goleman has carried out on emotional intelligence. In this short video he discusses emotional intelligence and leadership: www.youtube.com/watch?v=7Qv0o1oh9f4.
- **Google Scholar:** Have you discovered Google Scholar yet? Google Scholar provides a simple way to broadly search for academic literature. From one place, you can search across many disciplines and

sources: peer-reviewed papers, theses, books, abstracts and articles, from academic publishers, professional societies, preprint repositories, universities and other scholarly organisations. See <http://scholar.google.co.uk/>.

- **Getting Things Done:** For those of you who are interested in the theme of the how to be a productive manager (especially if you came to our previous round of local meetings), see the **GTDTimes** website on <http://www.davidco.com/> and podcasts on <http://www.davidco.com/podcast.php> with news on <http://www.gtdtimes.com/>. There's a summary of Getting Things Done on <http://www.getrichslowly.org/blog/2006/11/06/getting-things-done-how-to-take-control-of-life/>.
- **GP Commissioning:** GP Commissioning is at the heart of the changes planned for the NHS. For useful websites and resources on commissioning see these links:
<http://www.pcc.nhs.uk/about>
<http://www.pcc.nhs.uk/support-resources>
<http://www.nhsalliance.org/>
<http://www.nuffieldtrust.org.uk/publications/>
<http://www.networks.nhs.uk/>.
- **Guardian Public: The Battle for Hearts and Minds**
Leadership and employee engagement were once considered 'soft' issues in the public sector, but not any more. To achieve targets and maintain services, you need everyone working together:
<http://www.guardianpublic.co.uk/leadership-performance-public-sector>.
- **Harvard Business Publishing** has a useful site:
http://www.hbsp.harvard.edu/hbsp/resource_centers/business_leading_managing.jsp?N=512680.
- **Harvard Business Review Answer Exchange:** The HBR Answer Exchange is a resource for business professionals in search of advice or with advice to share. Ask a question, read answers selected by HBR editors, or share your experiences at:
http://answers.hbr.org/?utm_source=Sign-Up.to&utm_medium=email&utm_campaign=201250NHS+Institute+Alert+-+July+2010.
- **The Hay Group:** A useful website for leadership issues is on www.haygroup.com. Podcasts and vodcasts are available from <http://www.haygroup.com/ww/Media/Index.aspx>, There is a good little publication called "The ins and outs of successful leadership" on http://www.haygroup.com/tl/Downloads/Leadership_booklet.pdf, and you can use their search facility to gain access to a free on-line newsletter. The Hay Group download centre is on: <http://www.haygroup.com/ww/downloads/index.aspx>. Also the Hay Group have recently published a document *The Hay Group Foundation Trust Framework. Leadership Competencies for NHS Foundation Trusts*. A recent HSJ article on the FT competencies highlighted that operating at Board and senior management level in a foundation trust (FT) presents unique challenges for NHS leaders. The focus on providing high quality care remains, but in addition, they must also focus on commercial management, performance and competition. This means that leaders in FTs (both clinical and non-clinical) require a new set of skills, behaviours and competencies to be successful. Further information can be found at www.haygroup.co.uk.
- **HealthExecTV:**
QIPP in the community: driving quality through robust commissioning
Delivering integrated care closer to people's homes is a top priority to address the quality and efficiency challenge in the future. With commissioning a key lever to enable this, HealthExec TV talks to Philip Da Silva, National QIPP Lead for Commissioning Primary and Community Services, about his plans to strengthen commissioning and drive clinically led improvements across key care pathways.
http://www.healthexec.tv/PhilipDaSilva?utm_source=SignUp.to&utm_medium=email&utm_campaign=197639-NHS+Institute+Alert+-+June+2010.
NHS funding prospects and how to improve quality at reduced cost
In this video, published by HealthExecTV, Mark Jennings, Director of Healthcare Improvement at the King's Fund, summarises the findings of the King's Fund report entitled "How cold will it be?" *Freely available - registration required*
http://www.healthexec.tv/MarkJennings?utm_source=SignUp.to&utm_medium=email&utm_campaign=197639-NHS+Institute+Alert+-+June+2010.

Lean

A video, published by HealthExecTV, shows how NHS Lothian, working with GE Healthcare lean experts, have created a culture where staff rapidly embrace change and take ownership of service and efficiency improvements without the need for additional funding: <http://www.healthexec.tv/>.

- **Health Knowledge:** This site is for anyone working in health, social care and well-being across the NHS, local authorities, the voluntary and the private sector. The site allows you to access a broad range of learning materials for personal use or for teaching purposes in order to help everyone expand their public health knowledge: <http://www.healthknowledge.org.uk/>.
- **Human resources links:** This is a good website from Nottingham Business School which has a very large range of useful links on HR and people management issues: <http://www.nbs.ntu.ac.uk/research/depts/hrm/links.php>.
- **iManage Performance:** Quick free downloads and "killer hints and tips" www.imanageperformance.com/.
- **Information is Beautiful.** Do you need some inspiration on how to present your data in way that is eye catching and informative? Then visit this site to be inspired! <http://www.informationisbeautiful.net/>.
- **Improve your productivity, reduce your stress:** Five minutes that could reduce your stress and increase your productivity. Listen to this podcast: <http://www.mentalhealth.org.uk/information/wellbeing-podcasts/?entryid24=62272>.
- **The Improvement Network** website provides a suite of free Improvement Tools designed to improve staff management skills and are accessible by health, local government, police and other public sector practitioners. The tools cover a range of 16 topics including communication, change management and partnership working. The sponsors of the Improvement Network, which include the NHS Institute, help provide free access to this content. There are currently over 9,000 managers already subscribed, including over 800 from the healthcare community. Start improving your management skills by simply registering to the site. <http://www.improvementnetwork.gov.uk/imp/reg/user-register.do>. With **Health Essentials: new free tools from the Improvement Network**, the Improvement Network has added new topics to its suite of free Improvement Tools to help support the needs of managers: <http://www.improvementnetwork.gov.uk/imp/core/page.do?pagelid=1>. As a manager of teams, the Improvement Network's Improvement Tools can be a valuable resource. Why not start with 'Negotiation Tips and Pitfalls' www.improvementnetwork.gov.uk/imp/core/page.do?pagelid+1073628 Then move on to influencing: <http://www.improvementnetwork.gov.uk/imp/core/page.do?pagelid=1073628> A survey of managers' learning activities and their effectiveness: <http://www.improvementnetwork.gov.uk/imp/aio/1119018>.
- **Kings Fund Report: More with the same not more of the same:** This paper by the King's Fund examines the gap between the likely available funding and the level of funding required to achieve the progress projected by Sir Derek Wanless in his 2002 report for the Treasury. It sets out: the scale of the problem; strategies for managing the cost and demand pressures; strategies for improving productivity and suggests that improving productivity offers the best option for reducing the shortfall. http://www.kingsfund.org.uk/publications/improving_nhs.html.
- **Kings Fund Report: Leadership needs of medical directors and clinical directors:** The King's Fund conducted a survey of clinical and medical directors to find out what skills they believed they need to face future challenges. This report summarises the findings: http://www.kingsfund.org.uk/applications/site_search/?term=Leadership+needs+of+medical+directors+a+nd+clinical+directors&searchreferer_id=21348&submit.x=26&submit.y=13
- **Kings Fund Report: Quality Improvement in General Practice:** http://www.kingsfund.org.uk/current_projects/gp_inquiry/dimensions_of_care/quality_improvement.html
- **Nancy Kline:** "*The most valuable thing we can offer each other is the framework in which to think for ourselves*" (Nancy Kline). Nancy's work on the Thinking Environment (www.timetothink.com) complements Michael West's work on effective team working (see below). The Thinking Environment® is

a powerful framework for thinking - it is a set of ten behaviours which help people to think for themselves with rigour, imagination and courage.

- **Knowledge and Skills Framework (KSF) and the NHS Career Framework:** The East Midlands Deanery has a useful website linking the KSF and the NHS career framework as well as information on the national qualifications framework:
http://www.eastmidlandsdeanery.nhs.uk/skills_escalator/priorities.php#what_is.
- **LeAD** is a free and engaging e-learning resource supporting doctors to develop leadership skills and was launched on in June 2010. LeAD is based on the Medical Leadership Competency Framework and is available to all postgraduate trainees and clinical tutors, regardless of their specialty. It can be accessed through the LeAD Home Page where you will find all the information and sample sessions:
<http://www.e-lfh.org.uk/projects/lead/index.html>.
- **The Leadership Hub:** See <http://www.theleadershiphub.com/>.
- **Leadership movies.** Need inspiration? Try looking at Inspirational video clips on leadership at:
<http://www.simpletruths.com/movies.asp>, for example:
<http://www.theleadershipmovie.com/>
<http://www.powerofteamworkmovie.com/>
<http://www.rock-solidmovie.com/index.html>.
- **Leadership Now**
This is a useful website <http://www.leadershipnow.com/> (although it has an American slant) – and it has some particularly good links to other leadership websites at:
<http://www.leadershipnow.com/connections.html>.
- **The Leadership Qualities Framework:** There is now an updated **NHS Leadership Qualities Framework website**; it is much easier to navigate and contains useful self diagnostics on leadership qualities: <http://www.nhsleadershipqualities.nhs.uk/>.
- **The Learning Web:** This is part of the NHS Connecting for Health Professionalising Health Informatics (PHI) online portal and it is available on:
<http://www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb>. It hosts links to many health-related leadership and change management development opportunities which could be of benefit to managers and leaders everywhere, not just informatics staff. The portal has been developed to include Board level development and career pathways, and the Learning Web aims to support personal and professional development.
- **The London Deanery**
The London Deanery has some impressive elearning resources, including a module on giving effective feedback: <http://www.faculty.londondeanery.ac.uk/e-learning>.
- **Management Advisory Service:**
For the first of a series of Management Tips on promoting Staff Health and Wellbeing, visit Management Advisory Service's *12 Secrets of Managing Wellbeing and Performance*:
<http://www.mas.org.uk/uploads/articles/The%2012%20Secrets%20of%20Managing%20Wellbeing%20and%20Performance.pdf>.
- **Managing Change in the NHS:** Publications on Managing Change in the NHS from Service Delivery and Organisation (SDO), now part of the National Institute for Health Research, are available at:
<http://www.sdo.nihr.ac.uk/managingchange.html>.
- **Managing people through major transitions:** See <http://www.idea.gov.uk/idk/aio/15684465>.
- **MLab website:** <http://www.managementlab.org/> - lots of resources and some videos are on <http://www.managementlab.org/publications/video>. It's all about "*accelerating the evolution of management*".
- **Microsoft NHS Resource Centre:** If you are not already aware of the Microsoft NHS Resource Centre, this provides free on-line e-learning to NHS staff in a variety of Microsoft applications (such as Word, Outlook, PowerPoint, Excel, SharePoint and many more). To access this, just click on the following link:

<http://www.microsoft.com/uk/nhs/default.aspx>, click on the e-learning tab at the top to get started and then follow the instructions. Free IT training for NHS staff is available from the Microsoft resource website: <http://www.microsoft.com/uk/nhs/welcome.aspx>.

- **Mindtools:** www.mindtools.com. This organisation also sends out newsletters and has access to lots of resources.
- **Motivation Index:** This is very simple to do and is free (you just need to register via email). It covers commitment, energy, competence and confidence, all qualities of leadership, and then offers some prompts for reflection and action. It takes about 10 minutes and here is the link: <http://www.100wattcoaching.com>.
- **The NHS Confederation** has a number of resources available from its website on <http://www.nhsconfed.org/Pages/home.aspx>. These include many publications (on <http://www.nhsconfed.org/Publications/Pages/publications.aspx>), with a section on “Future of Leadership” (on <http://www.nhsconfed.org/Publications/leadership/Pages/leadership.aspx>).
- **NHS Employers:**
Managing staff through change:
http://www.nhsemployers.org/SiteCollectionDocuments/Managing_staff_through_change_aw_030309.pdf
Managing change in the NHS:
http://www.nhsemployers.org/SiteCollectionDocuments/Managing_change_in_the_NHS_developing_change_management_skills_aw_030309.pdf
- **NHS Evidence** provides access to a comprehensive evidence base for everyone in health and social care who make decisions about treatments or the use of resources including clinicians, commissioners and service managers. NHS Evidence will help users identify the best evidence by sorting, sifting and prioritising information and awarding an accreditation mark to the most reliable sources of guidance: <http://www.evidence.nhs.uk>.

Eyes on Evidence highlights new research with a focus on possible implications for clinical practice. A new collection of interventions that improve quality and productivity has recently been launched on NHS Evidence, developed by the NHS Institute in collaboration with the DH and other partners. The collection provides NHS staff with evidenced-based examples of how care can be improved, and aims to provoke ideas and discussion about changes that can be made locally in the NHS: <http://www.library.nhs.uk/qualityandproductivity>.

The NHS Evidence - QIPP collection: launched in December 2009, provides users with real examples of how staff are improving quality and productivity across the NHS.

http://www.library.nhs.uk/qipp/?utm_source=Sign-Up.to&utm_medium=email&utm_campaign=197639-NHS+Institute+Alert+-+June+2010

The QIPP collection on the NHS Evidence website brings together practical examples of how NHS organisations are improving quality whilst making efficiency savings, enabling colleagues across the NHS to share best practice and deliver successful improvements without having to re-invent the wheel.

http://www.library.nhs.uk/qipp/?utm_source=Sign-Up.to&utm_medium=email&utm_campaign=205621-NHS+Institute+July+Newsletter.

The **health management specialist collection** is part of NHS Evidence. The aim of the health management specialist collection is to provide timely and efficient access to high quality information resources for health managers, clinical managers and leaders, and those involved in commissioning health services: <http://www.library.nhs.uk/healthmanagement/>.

Information revolution: NHS Evidence drives high-quality decision-making

This video explores how NHS Evidence can benefit your daily practice - a free service that enables easy access to trustworthy health information and guidance for clinical and service provision decisions:

http://www.healthexec.tv/NHSEvidence?utm_source=SignUp.to&utm_medium=email&utm_campaign=208524-NHS+Institute+Alert+-+September+2010.

- **NHS Health & Wellbeing report** The NHS Health and Well-being Review sets out to investigate and improve the health of NHS staff, and their health and well-being provision at work. The independent review is being led by Dr Steve Boorman, and the Interim Report and the Final Report have now been published: to download these and for more information see <http://www.nhshealthandwellbeing.org>.

- **The NHS Improvement Network:** Its Improvement Tools can support you in this area. For more on motivation and goal-setting, access two articles: 'How to Motivate Your Team' and 'How to Help Your Team Set Their Objectives': <http://www.improvementnetwork.gov.uk/imp/core/page.do?pageId=1074304> Managing stress. For some top tips on the subject access: '[Reducing Team Stress](#)'.
Lean management in the NHS:
<http://www.improvementnetwork.gov.uk/imp/core/page.do?pageId=1115438>.
Access a number of 'Knowing' and 'Doing' resources on the theme of '**De-stress myself or my team**': <http://www.improvementnetwork.gov.uk/imp/core/page.do?pageId=1075348> .
Change Management: <http://www.improvementnetwork.gov.uk/imp/core/page.do?pageId=1073370>.
- **The NHS Information Centre:** The Information Centre provides high quality data to assist managers with decision making and therefore facilitate better care: <http://www.ic.nhs.uk/about-us>.
- **Innovation into Practice:** http://www.innovationintopractice.org.uk/index.php?page=help_user_guide has some good toolkits to download - a little government orientated though.
- **NHS Institute of Innovation and Improvement:** One good resource is the NHS Institute of Innovation and Improvement's website on <http://www.institute.nhs.uk/> . There is a great deal of interesting and useful material here. You may be particularly interested in the NHS Live section of this, which gives details of various events available at no cost – on http://www.institute.nhs.uk/nhs_live/introduction/welcome_to_nhs_live.html and http://www.institute.nhs.uk/nhs_live/events/previous_events.html.

Quality and Service Improvement Tools

Are you starting out on a quality and service improvement project? The Institute's Library has searchable details of quality and improvement tools which could be just what you need to ensure your project gets off to a good start.

http://www.institute.nhs.uk/option,com_quality_and_service_improvement_tools/Itemid,5015.html.

High Impact Actions

The High Impact Actions for Nursing and Midwifery were developed following a 'call for action' which asked frontline staff to submit examples of high quality and cost effective care that, if adopted widely across the NHS, would make a transformational difference.

http://www.institute.nhs.uk/building_capability/general/aims.html?utm_source=SignUp.to&utm_medium=email&utm_campaign=203847-NHS+Institute+Alert+-+August+2010.

NHS Institute New Guide - Creating the Culture for Innovation - A Practical Guide for Leaders.

Through relatively simple changes in behaviours and leadership processes leaders can assess and enhance their culture for innovation within their organisation. The guide describes the literature base behind the seven dimensions of culture for innovation, gives guidance on applications of the framework, and provides 37 practical tips and examples of ways to enhance the culture for innovation in organisations and systems:

http://www.institute.nhs.uk/index.php?option=com_joomcart&Itemid=194&main_page=document_product_info&products_id=735&Joomcartid=l9r8ir7d2dqr9oem227p8tlah2.

Quality and Service Improvement Tools

The NHS Institute has a comprehensive online library of quality and service improvement tools to support you in delivering sustainable quality improvement. To find out more about the 80+ tried and tested service improvement tools, theories and techniques, and to give your quality and service improvement efforts a boost, [log on today](#).

Productive General Practice - The programme will support general practices release time, increase efficiency and improve quality of care:

http://www.institute.nhs.uk/productive_general_practice/general/productive_general_practice.html

- **NHS Institute Alert** is a current awareness bulletin which highlights latest research and publications. Its aim is to provide NHS innovation and improvement leaders with the latest evidence in key improvement topics and, by doing this, improve our practice in innovation, quality, safety and change management. It includes the following topics:

- Commissioning
- Improvement
- Innovation
- Knowledge improvement and research
- Leadership for innovation and improvement
- Management of change
- Patient safety

Sign up to receive the complete bulletin at the end of the month:

http://www.institute.nhs.uk/nhs_alert/general/nhs_institute_alert_home.htm.

- **NHS Live:** Share your improvement stories online: NHS Live is the NHS Institute's free, national learning network. The online database of frontline improvement projects allows you to share ideas, knowledge and experience and gain inspiration from other NHS teams from across England: [Visit NHS Live](#).
- **NHS MidLifeCheck** A free, online lifestyle assessment service for adults aged 40 and over has been launched by the Department of Health. NHS MidLifeCheck is an innovative preventative health tool, designed to help 'midlifers' positively change their lifestyle behaviours and improve their quality and length of life. It provides tailored advice, behaviour-change planning and support service signposting. www.dh.gov.uk/en/Publichealth/Healthimprovement/NHSLifeCheck/DH_112746 and see www.midlifecheck.co.uk.
- **NHS National Leadership Council:**
The Healthy NHS Board: Principles for Good Governance, highlights the critical role boards play in ensuring that quality, centred on patient safety, effective care and patient experience, is at the heart of the NHS:
<http://nds.coi.gov.uk/clientmicrosite/Content/Detail.aspx?ClientId=46&NewsAreaId=2&ReleaseID=411479&SubjectId=36>.
Effective clinical leadership is crucial to improving services for patients. Issued on 29 March, this Interim Report from the Clinical Leadership workstream of the National Leadership Council (NLC) sets out progress so far and identifies next steps to further enhance leadership capacity and capability. Please share your views: www.nhsleadership.org.uk/workstreams-clinicalinterimreport.asp.
- The **National Library for Health's** website is <http://www.library.nhs.uk/>. Is now part of NHS Evidence (see above). You can take a tour of the main features on <http://www.library.nhs.uk/nlhdocs/guidelinesfinder.swf>. And there is a whole section on the Health Management Specialist Library – on <http://www.library.nhs.uk/healthManagement/>, with a link to a news alert on http://kingsfund.blogs.com/health_management/.
- **Navigating Change in the NHS:** East Midlands SHA has developed two workbooks to assist staff managing change in the NHS. These workbooks can be downloaded in PDF format. A third workbook "Interview Toolkit" is also available. The link to download them is: <http://www.tin.nhs.uk/leadership/change-management-workbooks>.
- **Newchurch:** Another useful website that produces helpful publications of NHS issues is <http://www.newchurch.co.uk/Home>.
- **ODI communication tool:** A website on successful communication: <http://www.odi.org.uk/rapid/Tools/Toolkits/Communication/tools.html>.
- **OPM (Office of Public Management):** <http://www.opm.co.uk/resources/titles.shtml>. There are some useful papers on a variety of subjects which can be downloaded from this website.
- **Public Sector Innovation:** the Department for Business Innovation and Skills has this website is: <http://publicsectorinnovation.bis.gov.uk/> which is full of information and resources.
- **QIPP (Quality, Innovation, Productivity and Prevention): The NHS Quality, Innovation, Productivity and Prevention Challenge: An Introduction for Clinicians:** This booklet has been published to support clinical teams and NHS organisations to meet the quality and productivity challenge, and provides ways in which NHS clinicians can all get involved in shaping the response locally:

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/@ps/documents/digitalasset/dh_113807.pdf.

The QIPP agenda is still crucial to the delivery of healthcare services:

<http://www.dh.gov.uk/en/Healthcare/Qualityandproductivity/index.htm>.

- **Simple Truths inspirational movies:** You may like to take a look at these videos sometime (they are only about 5 minutes long)
<http://www.theleadershipmovie.com/>
<http://www.powerofteamworkmovie.com/>
<http://www.rock-solidmovie.com/index.html>
And if you really like them, there are more on <http://www.simpletruths.com/movies.asp> .
- **Stansburys:** <http://stansburys.co.uk/wordpress/> - some excellent items and blogs.
- **Strategy-business.com:** An interesting and stimulating website: http://www.strategy-business.com/strategy_and_leadership.
- **Stress Management Competency Indicator Tool.** The Health & Safety Executive's line manager stress management competency indicator tool is at: <http://www.hse.gov.uk/stress/mcit.htm> and the tool itself is at: <http://www.hse.gov.uk/stress/mcit.pdf> .This measures how effective line managers are at preventing and reducing stress in their staff.
- **The Systems Thinking Review:** An e-resource that challenges the culture of target setting and command and control forms of management: <http://www.thesystemsthinkingreview.co.uk>.
- **SurveyMonkey** has a single purpose: to enable anyone to create professional online surveys quickly and easily. <http://www.surveymonkey.com/>.
- **Michael West:** Some of you may already be familiar with the work of Professor Michael West from Aston Business School. He has researched the link between good management and leadership practice and the outcome of patient care. There are now a number of podcasts he has done on leadership, management teamwork and HR. They can be downloaded from the Aston Business School website on <http://www.abs.aston.ac.uk/newweb/podcasts/>. For more information around Professor Michael West's influential work see: <http://www.astonod.com/>.
- **Margaret Wheatley:** Listen to podcasts by Margaret Wheatley: <http://www.margaretwheatley.com/podcasts.html>.

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Leadership Development Manager
NHS South Central
30.11.10

Business School resources from South Central Management Network newsletters

One of the aims of the South Central Management Network is to share knowledge of available resources. This is a selection of recommended website links to Business School resources which have featured in all of the editions of the Management Network newsletter since its inception in 2007 (in alphabetical order). The links should still work, but they have not been checked recently. If you find that they do not work, or if you discover any new ones, or if you are aware of new ones which you would like to see featured in future, please email john.hunt@southcentral.nhs.uk.

Ashridge Business School

Ashridge Business School, established in 1959, is one of the leading centres for executive education in the world and is consistently ranked as one of the world's top business schools in the annual *Financial Times* rankings. It describes its purpose as "to develop managers. By developing their knowledge, skills, behaviours and practices, Ashridge seeks to contribute to their personal success, that of their organisations and of wider society. The Ashridge Business School website is at <http://www.ashridge.org.uk/Website/Content.nsf/wCOR/About+Us?opendocument>.

Ashridge has six research centres, and these can be seen at <http://www.ashridge.org.uk/Website/Content.nsf/wFAR/Research+Centres?opendocument>, then follow the links depending on your particular interests.

There is a very good resources section. The Ashridge Journal, called *360°* is published twice a year and has a host of interesting papers on management and leadership. The latest edition is at <http://www.ashridge.org.uk/Website/Content.nsf/w360/2009-W+-+Winter+2009+edition?opendocument>. You can download a pdf version of the whole edition, or you can click on each of the articles to read or download them. For example, *Generation Y and Learning* at <http://www.ashridge.org.uk/Website/Content.nsf/w360/2009-W+-+Generation+Y+and+learning?opendocument>. There are also links to previous editions going back as far as 2004.

Another regular publication is *Converse* (which has papers on Ashridge's consulting work). It's at <http://www.ashridge.org.uk/Website/Content.nsf/wCON/Converse?opendocument>. Again articles can be downloaded from here.

In addition, in the Faculty publications section, you can see about 250 research articles (most recent first), many of which can be downloaded (if you see the pdf icon) at http://www.ashridge.org.uk/Website/IC.nsf/SearchView/?searchview&Query=.&SearchOrder=4&SearchWV=False_. And if you want to know more about its current research, follow the links at <http://www.ashridge.org.uk/website/IC.nsf/WebListView?OpenForm>.

University of Birmingham – Health Service Management Centre

This month's choice is the University of Birmingham. It has its own Business School – more details are at <http://www.business.bham.ac.uk/>, and its research and departments are at <http://www.business.bham.ac.uk/research/>

Of rather more interest to us is the separate Health Services Management Centre at the University of Birmingham. This describes itself as "one of the leading centres specialising in policy, development, education and research in health and social care services in the UK. HSMC's prime purpose is to strengthen the management and leadership of these services and to promote improved health and well-being." Its areas of work are at <http://www.hsmc.bham.ac.uk/work/>: and there are a number of useful resources:

- Its newsletters are at <http://www.hsmc.bham.ac.uk/publications/newsletters/index.shtml> (the latest edition is at <http://www.hsmc.bham.ac.uk/publications/newsletters/newsletter-16-1.pdf>)
- Its policy papers are at <http://www.hsmc.bham.ac.uk/publications/policy-papers/index.shtml>
- Current and recent publications are at <http://www.hsmc.bham.ac.uk/publications/Current.shtml#2010>

The Center for Creative Leadership

The SHA has recently forged a link with The Center for Creative Leadership. Whilst it is not a university business school as such, it undertakes a great deal of leadership education and research. On its website (<http://www.ccl.org/leadership/index.aspx>), it says "*CCL offers what no one else can: an exclusive focus on leadership education and research and unparalleled expertise in solving the leadership challenges of individuals and organizations everywhere. We equip clients around the world with the skills and insight to achieve more than they thought possible through creative leadership*".

A large number of interesting articles, podcasts, white papers and research reports are on <http://www.ccl.org/leadership/research/sharing/index.aspx?pageId=915> In addition, there are Global Research & Innovation Projects & Initiatives on <http://www.ccl.org/leadership/research/projects.aspx> - and follow links to a number of papers and some videos (e.g. World Leadership Report: <http://www.ccl.org/leadership/pdf/research/WLSSnapshotReport0109.pdf>).

Cranfield University School of Management

Cranfield School of Management describes itself as "*helping individuals and businesses across the world learn and succeed by transforming knowledge into action..... A combination of rigorous research and inspirational teaching is at the heart of everything we do. We are dedicated to creating new management thinking, improving business performance and inspiring the next generation of business leaders*".

Its website is <http://www.som.cranfield.ac.uk/som/>. It features its research news on <http://www.som.cranfield.ac.uk/som/p672/Research/Latest-News> and its Management Information and Resource Centre is very good – "MIRC is your gateway to a wealth of electronic resources for learning and research, amongst the most comprehensive to be found in any management school". It's on <http://www.som.cranfield.ac.uk/som/p12092/Knowledge/Management-Information-and-Resource-Centre>,

Some of the material is password controlled – but the excellent "Quality websites: business and management" section is freely accessible – on <http://www.cranfield.ac.uk/library/cranfield/subject/web/page41141.jsp>. Also, the "Global workplace" section gives you direct access to the websites of about 50 other business schools – it's on <http://www.global-workplace.com/careers/mainpartnerschools.lasso>.

In addition, you may wish to check out the "Knowledge Interchange" section, some of which is also password controlled, but other parts are freely accessible – <http://www.cranfieldknowledgeinterchange.com/Businessinfo.aspx> - and you will find some podcasts, samples and some other materials which may be of interest.

University of Exeter Business School and Leadership South West

The link to the University of Exeter Business School is <http://business-school.exeter.ac.uk/>. Its director is Professor Richard Lamming (see <http://business-school.exeter.ac.uk/staff/profile.php?id=225>). There is a range of published materials on <http://business-school.exeter.ac.uk/research/leadership.php> and <http://business-school.exeter.ac.uk/research/management/>. Associated with it is The Centre of Leadership Studies, and for more information, see <http://centres.exeter.ac.uk/cls/> and <http://centres.exeter.ac.uk/cls/about/>. The University of Exeter has joined forces with other partners to form Leadership South West Leadership Exeter (headed up by Jim Hanbury). It produces an excellent newsletter called "Leadership Matters", and back copies can be downloaded from: <http://centres.exeter.ac.uk/cls/lsw/matters.php>. In addition, there are some internal reports on <http://centres.exeter.ac.uk/cls/lsw/articles.php>, and some external links on <http://centres.exeter.ac.uk/cls/lsw/research.php>. And you may be interested to see some material on leadership diagnostics and tools on: <http://centres.exeter.ac.uk/cls/lsw/diagnostics.php> and <http://centres.exeter.ac.uk/cls/lsw/tools.pdf>.

Harvard Business School

There is a wealth of high quality material available from Harvard Business School. Its main website is <http://www.hbs.edu/>.

The School owns Harvard Business School Publishing which publishes business books, online management tools and teaching cases, and the monthly Harvard Business Review on www.hbsp.harvard.edu (this is only available on subscription, but some of you may be able to access the e-journal version through your Athens password or through certain professional bodies' websites - e.g. if you are a member of the Chartered Institute of Personnel and Development). This link connects to some useful free articles.

In addition, HBR IdeaCast™ is a wonderful free podcast service featuring breakthrough ideas and commentary from leading thinkers in business and management (125 podcasts so far – and growing!), on http://harvardbusinessonline.hbsp.harvard.edu/b02/en/misc/ideacast/archives_hbrideacast.html.

You may wish to try HBS Working Knowledge. Its home page is on <http://hbswk.hbs.edu/>. The website has to date 191 interesting downloadable articles on leadership and management on <http://hbswk.hbs.edu/topics/leadership.html>.

There is a free weekly bulletin which you can subscribe to free on <http://hbswk.hbs.edu/forms/newsletter.html>, and there are some podcasts on <http://hbswk.hbs.edu/features/podcasts.html>. And if you are interested in the US healthcare system, try <http://hbswk.hbs.edu/industries/healthcare.html>.

Henley Management College

Henley Management College has recently merged with the University of Reading. Its website is <http://www.henley.reading.ac.uk/>. The Dean is Professor Chris Bones (see <http://www.henley.reading.ac.uk/about/staff/christopher-bones.asp> for a profile and some of his papers and podcasts). News from Henley Management College and a variety of links are on <http://www.henleymc.ac.uk/henleymc03.nsf/pages/news>, and some research reports are on http://www.henleymc.ac.uk/henleyres03.nsf/pages/research_reports.

In addition, there is a range of published papers from the School of Management on <http://www.henley.reading.ac.uk/management/research/mgmt-publications.asp>, and some discussion papers on <http://www.henley.reading.ac.uk/management/research/mgmt-discussionpapers.asp>.

INSEAD

INSEAD, which describes itself as "*The Business School for the World*". Its main website is on <http://www.insead.edu/home/>. Its Dean is J. Frank Brown, and he writes "*As one of the world's leading and largest graduate business schools, INSEAD brings together people, cultures and ideas from around the world to change lives and transform organisations.*" The school has two campuses in Europe (France) and in Asia (Singapore), and two centres in the Middle East (Israel and Abu Dhabi), 137 faculty members from 32 countries, with more than 1,000 degree participants – MBA, Executive MBA and PhD – and more than 9,500 executives from many organisations throughout the world.

There is an impressive "Knowledge" section on <http://knowledge.insead.edu/home.cfm>. This includes latest articles, hot topics (e.g. "Leadership" - on <http://knowledge.insead.edu/leadership.cfm> and "Networking" on <http://knowledge.insead.edu/networking.cfm>, as well as videos, popular podcasts and publications, so it's well worth a visit.

Lancaster University Management School and the Northern Leadership Academy

The link to the Lancaster Leadership Centre webpage is <http://www.lums.lancs.ac.uk/leadership/>. Once onto the Lancaster Leadership Centre webpage you can navigate through to research, news and events using the left hand menu (e.g. <http://www.lums.lancs.ac.uk/leadership/research/> and <http://www.lums.lancs.ac.uk/news/leadership/hr-experts-named-top-thinkers/>).

There are also links to 6 leadership academies that you can enter, one of which is **The Northern Leadership Academy (NLA)** on <http://www.lums.lancs.ac.uk/leadership/nla/> or <http://www.northernleadershipacademy.co.uk/portal/nlacommunity/homepage>. And there are another 5 academies within the Lancaster Leadership Centre with some interesting material, and these include the **Academy for Health Leadership**.

Manchester Business School

Manchester Business School, which describes itself as “*the largest campus based business and management school in the UK... We are an international and progressive school, delivering cutting edge business thinking and teaching*”. Its main website is on <http://www.mbs.ac.uk/>, and some of the most interesting material is listed in the research areas section on http://www.mbs.ac.uk/research/one_off/atoz.aspx with its research departments on <http://www.mbs.ac.uk/executive/faculty-research/research-institutes.htm> where “*research excellence underlies all that we deliver in Executive Education - offering powerful insights into the latest management thinking.*” Some of the key research centres and groups involved in Executive Education are:

- Action learning (Revans Academy) – see http://www.mbs.ac.uk/research/revans_academy/revans-academy.aspx
- Herbert Simon Institute Public Sector Research Centre – see <http://www.mbs.ac.uk/research/hsi/index.aspx>. The Herbert Simon Institute is a new initiative at the University of Manchester to network and promote those engaged in public policy and management activity across the University and engage more fully with this global debate. News, the presentations from seminars, and the “Update” newsletter can all be downloaded via <http://www.mbs.ac.uk/research/hsi/index.aspx> and <http://www.mbs.ac.uk/research/hsi/newsevents/seminars.aspx>.

And if you key in “Health” in the search engine on the website, this will lead you to a number of interesting papers. Kieran Walsh is Professor of Health Policy and Management, and you can read more about what he and his team do on <http://www.mbs.ac.uk/executive/docs/MBS%20Health>.

Saïd Business School, University of Oxford

The Saïd Business School is part of the University of Oxford and it is one of the top-rated Business Schools not just in the UK but in the world (currently ranking 16th in the world). Its Home Page is at <http://www.sbs.ox.ac.uk/Pages/default.aspx>. Colin Mayer is the Dean, and he describes the Business School in this way: “The Saïd Business School is an extraordinary institution. It combines the features that make Oxford one of the greatest universities in the world – learning, scholarship, beauty and history – with those of a leading international business school – entrepreneurial energy, practical impact, career orientation, and convening power”. See <http://www.sbs.ox.ac.uk/about/Pages/welcome.aspx>. A general description in the form of an overview is at <http://www.sbs.ox.ac.uk/about/Pages/overview.aspx>.

There are some news items at <http://www.sbs.ox.ac.uk/newsandevents/news/Pages/default.aspx>

There is also a range of videos at its “video room” at <http://www.sbs.ox.ac.uk/newsandevents/videos/Pages/default.aspx>.

Business at Oxford is the Saïd Business School's regular magazine. It is published twice a year (36 pages) and has a range of interesting articles. The current edition and previous editions can be downloaded from <http://www.sbs.ox.ac.uk/newsandevents/Pages/bao.aspx>.

Its research is at <http://www.sbs.ox.ac.uk/research/Pages/ResearchatSBS.aspx> and its healthcare section is at <http://www.sbs.ox.ac.uk/research/health/Pages/default.aspx>. There is an interesting list of health publications at <http://www.sbs.ox.ac.uk/research/health/publications/Pages/default.aspx>, but unfortunately these are only the references and not the full papers. Its current projects are at <http://www.sbs.ox.ac.uk/research/health/research/Pages/hr.aspx>. By ferreting around, it is possible to find some papers which can be downloaded (for example <http://www.sbs.ox.ac.uk/research/organisationalbehaviour/Documents/SDO%20project%20summary.pdf> from the Organisational Behaviour section) and

http://www.sbs.ox.ac.uk/execed/Documents/ExecEd_Enewsletter_May_2010/Churchill_Leadership_Event%20May_2010.pdf (on "Leaders that add values").

Oxford University's iTunes U site is 2 years old. It has had over 5 million downloads and contains more hours of material than any other UK. It is at <http://itunes.ox.ac.uk/>.

Highly recommended: If you do not have iTunes, you can access Oxford's podcasts at <http://podcasts.ox.ac.uk/>. This site is actually easier to navigate round than the iTunes site, and the Saïd podcasts (video and audio) are at <http://podcasts.ox.ac.uk/#manstud-unit>, where there are 11 separate categories. And there's lots of really interesting podcasts and lectures on a huge range of other subjects (nothing to do with leadership and management - but good for our education and it's all free!).

If you have any comments or feedback on this, or if you have any suggestions for future "Business Schools of the Month", please email john.hunt@southcentral.nhs.uk.

University of Warwick and Warwick Business School

Warwick Business School, part of the University of Warwick, describes itself as "a leading thought-developer and innovator, in the top one per cent of global business schools. Our students come from 146 countries to learn at undergraduate, masters, MBA and PhD level. WBS educates and develops global citizens, and promotes new knowledge to benefit business and society, through its executive education and applied research".

Information about the Business School is at <http://www.wbs.ac.uk/about/>. Its research centres are at <http://www.wbs.ac.uk/faculty/research/> and an indication about recent publications is at <http://www.wbs.ac.uk/faculty/publications/>. Some of this has a commercial perspective, though, and its public sector work seems to be mainly in local government.

Perhaps of more relevance to us in the NHS is the University's Institute of Health, founded in 2001, it is based within the [School of Health and Social Studies](#) in the Faculty of Social Sciences. It is independent but connected to the [Warwick Medical School](#). It aims to promote, support and develop social science research in health and social care, and nurture multidisciplinary research across the University and in partnership with external partners.

Its ethos is deliberately inclusive, informal and multidisciplinary – see its home page at http://www2.warwick.ac.uk/fac/cross_fac/healthatwarwick

Its publications (reports and papers) are at

http://www2.warwick.ac.uk/fac/cross_fac/healthatwarwick/publications/occasional/

And a list of its newsletters called "Update" is at

http://www2.warwick.ac.uk/fac/cross_fac/healthatwarwick/publications/update/

There is a range of research groups at

http://www2.warwick.ac.uk/fac/cross_fac/healthatwarwick/research/devgroups/

The School of Health & Social Studies is at <http://www2.warwick.ac.uk/fac/soc/shss> and its research is outlined at <http://www2.warwick.ac.uk/fac/soc/shss/research/>.

Wharton Business School at the University of Pennsylvania

Wharton Business School at the University of Pennsylvania is world's first collegiate business school, established in 1881, and it has one of the largest and most published business school faculty with 250+ standing and associate members. The main website is at <http://www.wharton.upenn.edu/>, which has news, videos, and links to resources via Knowledge@Wharton.

Knowledge@Wharton has its own website at <http://knowledge.wharton.upenn.edu/>. This includes sections on:

- Leadership & Change at <http://knowledge.wharton.upenn.edu/category.cfm?cid=2>
- Executive education at <http://knowledge.wharton.upenn.edu/category.cfm?cid=3>
- Strategic management at <http://knowledge.wharton.upenn.edu/category.cfm?cid=7> and
- Human Resources at <http://knowledge.wharton.upenn.edu/category.cfm?cid=10>

There are also plenty of podcasts at http://knowledge.wharton.upenn.edu/podcast_archive.cfm and a newsroom at <http://knowledge.wharton.upenn.edu/newsroom.cfm>.

John Hunt
Leadership Development Manager
NHS South Central

30.11.10

Change Agent Resource Directory - Business Skills

Resource	What it can do	Website	Information	Organisation
A Practical Guide to Managing your Career	career, career decisions, personal change	www.fsdnetwork.com/documents/a%20practical%20guide%20to%20managing%20your%20career.pdf	This is designed to help us review and manage our careers through the change process. It recognises that change can bring opportunities for personal change and may create situations where people need to make career decisions based on the future of the NHS.	Leicestershire, Northamptonshire and Rutland SHA
Action Learning Sets	action learning	www.cipd.co.uk/subjects/lrmanddev/general/actionlearning.htm	This factsheet gives introductory guidance. It looks at what action learning is and how learning takes place indicates where action learning may be used examines how action learning set meetings operate considers how to ensure that action learning works well includes the CIPD viewpoint.	CIPD
Building your Business Case	business case	www.commissioningforthelongterm.org.uk/index.php?page=resource&id=28&section=resources	The British Heart Foundation (BHF), the Coronary Heart Disease Collaborative (CHD Collaborative) and the British Association for Cardiac Rehabilitation (BACR) recognise that many staff working on the ground receive limited training or support to enable them to write a comprehensive and detailed business case.	The British Heart Foundation
Business link	advice, support,	www.businesslink.gov.uk/bdotg/action/layer?r.s=tl&r.lc=en&topicId=1073858787	Business Link is a free business advice and support service, available online and through local advisers.	Business link
Businessballs	project management, management tools, templates, innovation ideas	www.businessballs.com	Free career help, business training, organizational development - inspirational, innovative ideas, materials, exercises, tools, templates - free and fun. Including: Project management SWOT analysis leadership and management six sigma Quality Management Process Improvement	Businessballs
Change Management Toolkit	change management, personal development, professional development,	www.fsdnetwork.com/documents/change%20management%20toolkit.pdf	This toolkit is designed to help manage the process of change which we are all experiencing in the NHS. Some of the toolkit focuses on organisational change and some is personally focused. Some of the toolkit is written for general information; some of it requires some thought about values and priorities. It is intended to be a personal document, to complete as required and with personal results.	Leicestershire, Northamptonshire and Rutland SHA
Communication Skills - Barriers to Communication	communication,	http://intra.library.elearningrepository.nhs.uk/IntraLibrary?command=open-preview&learning_object_key=i04n29368t	This learning resource looks at maintaining relationships with service users, carers, professionals and others	Social Care Institute for Excellence
Communication Skills - Communicating in challenging	communication,	http://intra.library.elearningrepository.nhs.uk/IntraLibrary?command=open-	This resource uses a case study to explore the particular communications difficulties that can be encountered in	Social Care Institute for Excellence

situations		preview&learning_object_key=i04n33129t	challenging situations	
Communication Skills - Gathering Information	communication, gathering information	http://intra.library.elearningrepository.nhs.uk/IntraLibrary?command=open-preview&learning_object_key=i05n14884t	This learning resource will help you understand what kinds of communication skills may assist a professional to gather information from service users and carers of all ages	Social Care Institute for Excellence
Competence Application Tools	personal development, professional development, competences	https://tools.skillsforhealth.org.uk/	<p>A range of tools and resources which are useful for personal skills development which can help you:</p> <ul style="list-style-type: none"> • Define your current level of competence • Identify the competences you need to do your current job • Show you the competences you need to develop your career • See how your competences fit in with a wider team skills mix 	Skills for Health - South East
Effective meetings Resource Centre	meetings, time management	www.effectivemeetings.com	In dealing with our own trials and tribulations in the meeting room, keeping people on track and on time, we learned about the effective meeting process. While doing research for our own meeting challenges, we noticed that most of the meeting information available was theoretical and not easily implemented. We decided to focus on what was missing from this information and provide a remedy for the situation.	SMART Technologies
Elements e-learning	personal development, professional development, management	www.ihm.org.uk/professional-development-learning	<p>These are bite-sized management development modules on a variety of subjects:</p> <ul style="list-style-type: none"> • Appraisals • Coaching for Managers • Managing Change • Managing Conflict • Mentoring Planning and Recruitment Project Management • Purchasing and Contracts • Improving Your Effectiveness • Management Supervision 	Institute of Healthcare Management
Emotional intelligence	personal development, professional development	www.cipd.co.uk/subjects/lnanddev/selfdev/emotintel.htm	<p>This factsheet gives introductory guidance. It:</p> <ul style="list-style-type: none"> • summarises the literature on emotional intelligence • looks at its potential value in the workplace • considers whether it can be learned • asks whether it is just another way of describing long- 	CIPD

			<p>established competencies</p> <ul style="list-style-type: none"> includes the CIPD viewpoint. 	
Management Advisory Service website	personal development, professional development, management	www.mas.org.uk	The Management Advisory Service is an organisation dedicated to providing you with specialised management and executive services. It achieves this both by offering services directly and by linking to other specialist service providers that we believe offer an appropriate level	Management Advisory Service
Microsoft NHS Resources Centre	personal development, professional development, IT training	www.microsoft.com/uk/nhs/welcome.aspx	<p>This website provides free training and resources, tips and articles E-learning covers:</p> <ul style="list-style-type: none"> Office 2007 training IT training Project 2003 2007 Groove Vista 	Microsoft
PRINCE2 Resources	PRINCE2, templates	www.best-management-practice.com/Knowledge-Centre/News/PRINCE2-News/?DI=602515	The PRINCE2 templates are available to download, and can be customised for your own personal use. They are based on the 2009 edition of Managing Successful Projects with PRINCE2	OGC Best Management Practice Website
Project Management Templates	templates, project management	www.businessballs.com/freematerialsinword/projectmanagementtemplates.doc	free templates for project management see also http://www.businessballs.com/project.htm	Project Agency

Change Agent Resource Directory - Improvement

Resource	What it can do	Website	Information	Organisation
10 High Impact Changes for Service Improvement and Delivery	Improve processes, change systems	www.institute.nhs.uk/option.com_joomcart/Itemid,26/main_page,document_product_info/products_id,213.html	The NHS Institute has reissued the 10 High Impact Changes for Service Improvement and Delivery. This edition contains the changes that organisations in health and social care can adopt to make significant, measurable improvements in the way they deliver care	NHS Institute for Innovation and Improvement
18 Weeks - delivering the 18 weeks patient pathway	18 weeks, patient pathway	www.e-lfh.org.uk/projects/18_week_pathway/index.html	These e-learning sessions deliver the basic knowledge and understanding of the 18 Week Patient Pathway. They are designed to be used by a variety of staff, including booking clerks, clinical coders, clinicians and commissioners, working across a wide range of organisations.	e-Learning for Healthcare
Clinical Dashboards Toolkit	dashboards, data,	www.connectingforhealth.nhs.uk/systemsandservices/clindash/toolkit	A Clinical Dashboard is a display tool that provides clinicians with relevant and timely information to inform daily decisions that improve the quality of patient care. The toolkit offers guidance documents and reusable components gathered during the pilot to guide trusts to manage their own project to implement dashboards.	NHS Connecting for Health
Collaborative Procurement Hubs	procurement, supply, collaborative	www.pasa.nhs.uk/PASAWeb/NHSprocurement/Collaborativeprocurementregional	Collaborative procurement organisations within the NHS, generally referred to as collaborative procurement hubs (CPHs), commercial procurement collaborative (CPCs) or supply management confederations (SMCs), consist of NHS trusts and primary care trusts. These are normally within the same strategic health authority or regional boundary, collaborating to make the most effective procurement and supply chain decisions.	NHS Purchasing and Supply Agency
Improvement Leaders' Guides: General Improvement Skills	improvement advice, leaders	www.institute.nhs.uk/index.php?option=com_content&task=view&id=134&Itemid=35	Seven guides introducing a range of improvement advice: <ul style="list-style-type: none"> • Improvement Knowledge and Skills Process Mapping • Analysis and Redesign Working with Groups Involving Patients and Carers • Evaluating Improvement • Use of Technology to Improve Services • Use of Technology to Improve Services 	NHS Institute for Innovation and Improvement
Improvement Leaders' Guides: Personal and Organisational Development	improvement advice, leaders	www.institute.nhs.uk/building_capability/building_improvement_capability/improvement_leaders_guides:_pers.html	Four guides focussing on the people and culture that make up an organisation and their impact on improvement - the people side of change: <ul style="list-style-type: none"> • Managing the Human Dimensions of Change 	NHS Institute for Innovation and Improvement

			<ul style="list-style-type: none"> • Redesigning Roles • Building and Nurturing an Improvement Culture • Leading Improvement 	
Improvement Leaders' Guides: Process and Systems Thinking	industrial models of processes, systems and flow,	www.institute.nhs.uk/building_capability/building_improvement_capability/improvement_leaders%27_guides%3a_process_and_systems_thinking.html	<p>Four guides based on the industrial models of processes, systems and flow:</p> <ul style="list-style-type: none"> • Measuring for Improvement • Matching Capacity and Demand • Improving Flow • Working in Systems 	NHS Institute for Innovation and Improvement
Improving care	improvement, health, social care	http://intralibrary.elearningrepository.nhs.uk/IntraLibrary?command=open-preview&learning_object_key=i01n6084t	This learning resources introduces the concept of improvement within Health and Social Care	The eLearning Repository
Improving Your Practice	improvement ideas, professional development	http://intralibrary.library.nhs.uk/IntraLibrary?command=open-preview&learning_object_key=i03n6164t	This resource will help you to come up with your own improvement ideas. It focuses on the need to measure what happens when you put your improvement ideas into effect and highlights how improving relates to your professional development	The eLearning Repository
Invest in engagement	evidence, research, engagement	www.investinengagement.info/SiteGuidetop	<p>The website that reviews what works to engage patients and the public in healthcare. These are organised into six domains that are based on priority areas for the NHS in England:</p> <ul style="list-style-type: none"> • improving patient experience • building health literacy • choosing appropriate treatment • supporting people to manage their own conditions • promoting health and reducing health inequalities • engaging the public in services to make them responsive and accountable 	Picker Institute Europe
NHS Improvement	Quality, Innovation, Productivity, Prevention (QIPP)	www.improvement.nhs.uk	NHS Improvement is a national improvement programme working with clinical networks and NHS organisations to transform deliver and sustain improvements across the entire pathway of care in cancer, cardiac, diagnostics and stroke services. NHS Improvement has brought together over eight years practical service improvement experience from the Cancer Services Collaborative 'Improvement Partnership' (CSCIP); Heart Improvement Programme (HIP) and Diagnostics Service Improvement Programme (DSI).	NHS Improvement

NHS Live	network, improvement, innovation	www.institute.nhs.uk/nhs_live/introduction/welcome_to_nhs_live.html	NHS Live is a free, national learning network designed to accelerate improvement and innovation across the NHS. As part of the NHS Institute for Innovation and Improvement, it contributes to its overall purpose to support the NHS to transform healthcare for patients and the public by rapidly developing and spreading new ways of working, new technology and world-class leadership.	NHS Institute for Innovation and Improvement
NPP - Master class - An Introduction to Service Improvement	service improvement, leadership, training	www.nesc.nhs.uk/courses__conferences/nesc_courses_centre.aspx	This one day course is part of the NESC Professional Programme (NPP) This course has been developed to provide a better understanding of what service improvement means. Areas covered are: <ul style="list-style-type: none"> • How to identify opportunities to improve patient care • An introduction to a useful and practical model of service improvement • How to gain confidence to lead a service improvement project in your area of practice • Where to go for support with a project and to develop further knowledge and expertise in service improvement 	NHS Education South Central (NESC)
Planning for Improvement	patient journey, learning	http://intra.library.library.nhs.uk/IntraLibrary?command=open-preview&learning_object_key=i09n6124t	This learning resource focuses on the identification of potential improvements, by focusing on the patient journey	The eLearning Repository
Productive Community Services	lean, change, quality, productivity	www.institute.nhs.uk/quality_and_value/productivity_series/productive_community_services.html	Productive Community Services is an organisation-wide change programme which helps systematic engagement of all front line teams in improving quality and productivity. It is a practical application of lean based techniques that will vastly increase the organisation's capacity and capability for continuous improvement.	NHS Institute for Innovation & Improvement
Productive Leader	personal development, professional development, improvement, tools, training	www.institute.nhs.uk/quality_and_value/productivity_series/the_productive_nhs_leader_ship_team_-_making_time_to_lead.html	The Productive Leader is a systematic, evidence-based programme which can help you look at personal, team and organisational activity and instil a culture of improvement at all levels of your organisation. Self-development modules on: Thinking strategies Communications and influencing Information processing Emotional Intelligence and Stress Management Problem Solving	NHS Institute for Innovation & Improvement
Professional identity and collaboration	personal development, professional development,	www.scie.org.uk/publications/elearning/ipiac/ipiac02/index.asp	Website looks at how others see a professional group and how members of the group see themselves. Understand the concept of professional identity and its importance in the relationship between professionals.	Social Care Institute for Excellence
Quality and Service Improvement	tools, theories, techniques,	www.institute.nhs.uk/building_capability/building_improvement_capability/improvement	This resource is a comprehensive collection of proven quality and service improvement tools, theories and	NHS Institute for Innovation and

Tools		ement_leaders%27_guides%3a_process_and_systems_thinking.html	techniques that can be applied to a wide variety of situations. You can search the collection alphabetically for a specific tool (scroll down for this). Alternatively, you can browse groups of tools using one of the following five categories:	Improvement
Return on Investment (ROI) calculator	ROI, return on investment, tools,	www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/identifying_problem_s_-_root_cause_analysis_using5_whys.html	This tool calculates the return on investment (ROI) of a quality improvement initiative using the financial benefits and costs data you insert from your project. The ROI calculator can be used at the start of a project to provide an estimate of the costs for upfront justification and again towards the end of a project as a measure for the success of the improvement project	NHS Institute for Innovation and Improvement
Roadmap for Transformational Change	tools, framework, change, design,	www.isip.nhs.uk/roadmap	The RTC enables health and social care organisations to design, plan and deliver integrated and transformational change that is both successful and sustainable: it is relevant to both commissioners and providers and can be used across an LHC, a clinical network and an individual trust or organisation. Each phase of the RTC is supported by an Activity Map that identifies a balanced and interconnected set of activities across the four strands: <ul style="list-style-type: none"> • Governance and management • Strategy and benefits • People, process and technology change • Stakeholder engagement and communication 	NHS Integrated Service Improvement Programme
Root Cause Analysis Using Five Whys	tools, solutions	www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/identifying_problem_s_-_root_cause_analysis_using5_whys.html	By repeatedly asking the question ‘why?’ (use five as a rule of thumb), you can peel away the layers of an issue, just like the layers of an onion, which can lead you to the root cause of a problem. The reason for a problem can often lead into another question; you may need to ask the question fewer or more than five times before you get to the origin of a problem.	NHS Institute for Innovation and Improvement
Successful Service Design	guidance, framework, service design, tools	www.innovationintopractice.org.uk/index.php?page=help_user_guide	This online guidance framework is intended primarily as an overview for senior managers from all professions, who are leading teams taking on complex projects. It offers a stage-by-stage approach to service design, with critical questions to ask, and the key tools you might use, such as checklists and templates.	Department for Business Innovation and Skills
The good indicators guide	indicators, performance measures, outcomes	www.institute.nhs.uk/option.com_joomla/Itemid,26/main_page.document_product_info/products_id,372.html	The guide is intended to be a short, practical resource for anyone in any health system who is responsible for using indicators to monitor and improve performance, systems or outcomes. Also available on APHO - www.apho.org.uk/resource/item.aspx?RID=44584	NHS Institute for Innovation & Improvement

The Productive Community Hospital	improving effectiveness, direct care, outcomes	www.institute.nhs.uk/quality_and_value/productivity_series/the_productive_community_hospital.html	The Productive Community Hospital programme is designed to help nurses and therapists to develop ways to increase the amount of direct care time given to patients in community hospitals. This is achieved by improving the effectiveness, safety and reliability of inpatients, day hospitals and minor injuries units.	NHS Institute for Innovation & Improvement
The Productive Mental Health Ward	improving effectiveness, direct care, outcomes	www.institute.nhs.uk/quality_and_value/productivity_series/the_productive_mental_health_ward.html	The Productive Mental Health Ward programme is designed to help nurses and therapists to develop ways to increase the amount of direct care time given to patients in mental health wards. This is achieved by improving the effectiveness, safety and reliability of mental health wards.	NHS Institute for Innovation & Improvement
The Productive Operating Theatre	improving effectiveness, direct care, outcomes	www.institute.nhs.uk/quality_and_value/productivity_series/the_productive_operating_theatre.html	The Productive Operating Theatre is a comprehensive package of support designed to enable organisations in the NHS to improve the patient experience and the outcomes of care by pursuing three main goals: increase the safety and reliability of care improve team performance and staff wellbeing add value and improve efficiency.	NHS Institute for Innovation & Improvement
The Productive Ward	improving effectiveness, direct care, outcomes	www.institute.nhs.uk/quality_and_value/productivity_series/productive_ward.html	The Productive Ward focuses on improving ward processes and environments to help nurses and therapists spend more time on patient care thereby improving safety and efficiency.	NHS Institute for Innovation & Improvement
Thinking Differently book	tools, care pathways, service delivery	www.institute.nhs.uk/building_capability/new_model_for_transforming_the_nhs/thinking_differently_guide.html	The Thinking Differently book will provide you with a range of practical approaches and tools that many NHS leaders and front-line teams have already used to fundamentally rethink pathways of care and service delivery. This guide will not only help you to learn how to improve the services you provide, but how to transform them.	NHS Institute for Innovation and Improvement
Work Process	tools, techniques, creative thinking, problem solving, generating ideas, designing, developing concepts	www.institute.nhs.uk	The process model contains lots of tools and techniques to develop creative thinking / problem solving / generating ideas / designing / developing concepts	NHS Institute for Innovation and Improvement

Change Agent Resource Directory – Information

Resource	What it can do	Website	Information	Organisation
ABHI website	medical technologies	www.abhi.org.uk	The Association of British Healthcare Industries (ABHI) represent companies whose output makes up for around eighty percent of the industry's total. Our members produce essential products for the NHS - everything from life support machines through to latex gloves	Association of British Healthcare Industries
Academy for Large Scale Change	change management,	www.institute.nhs.uk/index.php?option=com_content&task=view&id=1398&Itemid=3658	The Academy will support NHS leaders at regional and national level to create the conditions needed to deliver large scale change in their local environment as they lead ground breaking transformation in the health service in England.	NHS Institute for Innovation and Improvement
AHSCs website	Next Stage Review, One Year On,	www.ournhs.nhs.uk	AHSC status will enable partnerships of healthcare providers and universities to speed up the process of taking research breakthroughs into NHS patient care - the aim is to improve treatments and promote in the NHS and across the world.	Academic Health Science Centres
APHO website	analytical tools, health profiles, performance tools	www.apho.org.uk/default.aspx?QN=ABO_UT_CONTACT	The Association of Public Health Observatories (APHO) produce information, data and intelligence on people's health and health care for practitioners, policy makers and the wider community. Our expertise lies in turning information and data into meaningful health intelligence.	The Association of Public Health Observatories
AXrEM website	Imaging, Radiotherapy	www.axrem.org.uk	AXrEM is the UK trade association representing the interests of suppliers of diagnostic medical imaging, radiotherapy and care equipment in the UK. The Association's primary role is to help promote and develop the industry by providing a collective interface to address the regulatory and technical needs of the UK Healthcare market - public and private.	AXrEM
Biomedical Research Councils website	innovation, translational research, biomedicine, biomedical research	www.nihr.ac.uk/infrastructure/Pages/infrastructure_biomedical_research_centres.aspx	The NIHR has twelve Biomedical Research Centres within NHS and University partnerships to drive progress on innovation and translational research in biomedicine. The Centres receive funding to translate fundamental biomedical research into clinical research that benefits patients and they will be early adopters of new insights in technologies, techniques and treatments for improving health.	The National Institute for Health Research
BIVDA website	vitro diagnostics, cost utility of	www.bivda.co.uk	The British In Vitro Diagnostics Association (BIVDA) is	British In Vitro

	diagnostics		the national trade association for companies with major involvement and interest in the in vitro diagnostics (IVD) industry. As well as providing a range of support services for its members, BIVDA pursues a strategy of raising the awareness of the clinical and cost utility of diagnostics in the provision of effective healthcare in the UK.	Diagnostics Association
Collaboration for Leadership in Applied Health Research and Care (CLAHRCs)	research, patient research, patient outcomes	www.nihr.ac.uk/infrastructure/Pages/infrastructure_clahrcs.aspx	Established to undertake applied health research focused on the needs of patients and to support the translation of research evidence into practice in the NHS. CLAHRCs are collaborative partnerships between a university and the surrounding NHS organisations, focused on improving patient outcomes through the conduct and application of applied health research.	The National Institute for Health Research
Department of Health Research and Development	research, evidence	www.dh.gov.uk/en/Researchanddevelopment/DH_476	Developing evidence to inform and underpin health and social care policy and commissioning research focussed on the needs of patients and the public.	Department of Health
Disease management information toolkit	disease management, toolkit	http://yhpho.york.ac.uk/IADDataServer/Dmit/index.asp	Disease management information toolkit (DMIT) is a good practice toolkit for the NHS, to help service providers identify which conditions contribute to high numbers of emergency bed days. It can help decision makers analyse the likely impact of possible commissioning options before they are taken, helping with planning decisions.	The National Child and Maternal Health Observatory
Dr Foster Health	data, health information	www.drfoosterhealth.co.uk	Comparative information on health and social care services. Dr Foster's online tools and consumer guides enable both health and social care users and providers to make better informed decisions.	Dr Foster
Financial management and accounting in the NHS	finances, references	www.library.nhs.uk/HEALTHMANAGEMENT/ViewResource.aspx?resID=260219&tabID=290	Includes references to documents to support financial activity.	NHS Evidence
Health Information Resources - formerly National Library for Health NHS Evidence	health information, data	www.library.nhs.uk/Default.aspx	NHS Evidence allows everyone working in health and social care to access a wide range of health information to help them deliver quality patient care.	NHS Evidence
Health Innovation Education Clusters (Heirs)	innovation, education, innovation training	www.dh.gov.uk/en/Publicationsandstatistics/Lettersandcirculars/Dearcolleagueletters/DH_096927	Health Innovation and Education Clusters (Heirs) creates partnerships that will sustain innovation and make the transition from breakthrough to real change in healthcare through training and education. Heirs will improve the quality of education and training, ensure that it will meet service needs and drive up the quality of patient care.	Department of Health
How to... guides for researchers	research, design, develop	http://info.emeraldinsight.com/research/guides/index.htm	Welcome to our complete set of "How to... guides for researchers" – practical tips and guidance on how to design,	Emerald

			develop and present your research.	
Human Genetics Commission website	genetics, ethics, law	www.hgc.gov.uk	UK Government's advisory body on new developments in human genetics and how they impact on individual lives. HGC give the Government advice on human genetics with a particular focus on the social, ethical and legal issues.	Human Genetics Commission
Independent Reconfiguration Panel	advice, referrals, best practice	www.irpanel.org.uk/view.asp?id=0	The independent expert on NHS service change. Reviews/best practice of other UK health services, projects etc. Go to A-Z for Useful links and Refs	Independent Reconfiguration Panel
Information and support for public sector innovation	information, inspiration, support, practical resources	http://publicsectorinnovation.bis.gov.uk	This website provides information, inspiration, support and practical resources for organisations and individuals in the public sector who want to be more innovative at work.	Department for Business, Innovation and Skills
Information Governance	Information Governance (IG)	www.connectingforhealth.nhs.uk/systemsandservices/infogov	This website provides details about Information Governance (IG) which ensures necessary safeguards for, and appropriate use of, patient and personal information. The page covers: <ul style="list-style-type: none"> • Caldicott Guardians • IG requirements for organisations standards • Guidance for the NHS and partner organisations • Standards of practice for confidentiality and patient consent to information sharing • guidelines on protecting patient data • Records Management 	NHS Connecting for Health
Knowledge Transfer Board (KTN)	knowledge, policy, commercialisation,	www.innovateuk.org/deliveringinnovation/knowledgegetransfernetworks.aspx	The Technology Strategy Board is all about driving innovation. Our role is to stimulate technology-enabled innovation in the areas which offer the greatest scope for boosting UK growth and productivity. We promote, support and invest in technology research, development and commercialisation. We spread knowledge, bringing people together to solve problems or make new advances.	The Technology Strategy Board
Labour Market Intelligence report - South East	labour market, research, data	www.skillsforhealth.org.uk/nations-and-regions/england-south-east.aspx	Outlines the main features of the health sectors labour market and skills base in the region.	Skills for Health - South East
Learning web	Personal development, professional development. IT skills, Project management,	www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb	This website supports personal and professional development, including: <ul style="list-style-type: none"> • Leadership development • Change Management • Resource Management • Learning Groups • Networking 	NHS Connecting for Health

			<ul style="list-style-type: none"> Professional development - Career pathways Technical development - essential IT skills 	
Medical Research Council	Research, medical sciences	www.mrc.ac.uk	The Medical Research Council is a publicly-funded organisation dedicated to improving human health. We support research across the entire spectrum of medical sciences, in universities and hospitals, in our own units and institutes in the UK, and in our units in Africa.	Medical Research Council
Medicines and Healthcare products Regulatory Agency (MHRA)	medical devices	www.mhra.gov.uk/index.htm	MHRA is the government agency which is responsible for ensuring that medicines and medical devices work, and are acceptably safe. No product is risk-free. We keep watch over medicines and devices, and we take any necessary action to protect the public promptly if there is a problem.	Medicines and Healthcare products Regulatory Agency
National Genetics Reference Laboratories	genetics,	www.ngrl.org.uk/Pages/index.htm	<p>The National Genetics Reference Laboratories evaluate technologies and systems that are close to service or in service and assess their applicability to the National Health Service. The specific remit of the laboratories includes:</p> <ul style="list-style-type: none"> Technology development Developing new quality management systems Developing information systems for genetics Providing advice to government and other bodies 	Department of Health
National Horizon Scanning Centre (NHSC)	health technologies, evaluation, horizon scanning, assessments	www.haps.bham.ac.uk/publichealth/horizon/index.shtml	NHSC aims to provide notice to the English Department of Health and national policy makers, including NICE, of selected key new and emerging health technologies that might require evaluation, consideration of clinical and cost impact or modification of clinical guidance prior to launch on the NHS. The scope of activity includes pharmaceuticals, medical devices, diagnostic tests and procedures, therapeutic interventions, rehabilitation and therapy, public health and health promotion interventions.	National Institute for Health Research
National Institute for Health and Clinical Excellence (NICE)	recommendations, medicines, treatments, procedures	www.nice.org.uk	The National Institute for Health and Clinical Excellence (NICE) provides guidance, sets quality standards and manages a national database to improve people's health and prevent and treat ill health. NICE makes recommendations to the NHS on: new and existing medicines, treatments and procedures treating and caring for people with specific diseases and conditions.	National Institute for Health and Clinical Excellence (NICE)
National Institute for Health Research (NIHR)	research, patient research,	www.nihr.ac.uk/Pages/default.aspx	The goal of the NIHR is to create a health research system in which the NHS supports individuals, conducting research focused on the needs of patients and the public. The NIHR will work with key partners involved in the	National Institute for Health Research (NIHR)

			different elements of NHS research.	
NHS Information Centre website	A -Z of statistics, data collections	www.ic.nhs.uk	Our primary aim is to drive the use of information to improve decision making and deliver better care. We provide accessible, high quality and timely information to help frontline health and social care staff deliver better care.	The NHS Information Centre
NHS Institute - on-line Catalogue	advice, training, journals, guides, tools	www.institute.nhs.uk/option,com_joomcart/Itemid,423.html	The NHS Institute offers a wide variety of advisory publications, training courses and support services to professionals of all levels operating within the NHS as well as external public and private sector organisations. The on-line catalogue provides instant access to a growing range of tools, books, journals and guides - all of which are freely available to registered users in both electronic and paper formats.	NHS Institute for Innovation and Improvement
NHS National Leadership Council	network, leadership, inspiration, guidance	www.ournhs.nhs.uk/?p=727	The Leadership Council exists to provide inspiration and guidance to leaders across the NHS.	NHS High Quality Care for All
NHS Networks website	network	www.networks.nhs.uk	NHS Networks is a free resource which provides a home for networks of all kinds; a way for people to link with others who share their interests, to join existing networks or start new ones; and to enable networks to connect in interesting new ways.	NHS Networks
NHS Supply Chain	supply chain, procurement, logistics, e-commerce, products	www.supplychain.nhs.uk/portal/page/portal/Public	NHS Supply Chain provides end-to-end supply chain services incorporating procurement, logistics, e-commerce, and customer and supplier support.	NHS Supply Chain
NICE website	national guidance,	www.nice.org.uk	NICE is an independent organisation responsible for providing national guidance on promoting good health and preventing and treating ill health.	National Institute for Health and Clinical Excellence
NIHR Health Technology Assessment programme (HTA)	research, healthcare treatments	www.hta.ac.uk	Produces independent research information about the effectiveness, costs and broader impact of healthcare treatments and tests for those who plan, provide or receive care in the NHS.	National Institute for Health Research
Office for Life Sciences	pharmaceutical, medical biotechnology, medical technology	www.bis.gov.uk/ols	The Office for Life Sciences (OLS) is focussed on taking swift action to improve the UK operating environment for the pharmaceutical, medical biotechnology, and medical technology sectors.	Department for Business, Innovation and Skills
OGC Best Management Practice Website	ITIL, PRINCE2, MSP, MoR, P3O	www.best-management-practice.com/?TRACKID=002095	Best Management Practice, comprising OGC, TSO and APMG, has together launched a number of official websites for its best practice guidance, ITIL, PRINCE2,	OGC Best Management Practice

			MSP, MoR and P3O.	
OGC Website	programme management, project management	www.ogc.gov.uk/index.asp	The Office of Government Commerce (OGC) is an independent office of HM Treasury, established to help Government deliver best value from its spending. OGC's role is to provide procurement as well as programme & project management support to public sector organisations. This site provides useful guidance public sector organisations such as; Procurement Programme and project management Estates Sustainability	Office of Government Commerce
SEPHO website	provides good access to analytical tools, health profiles, performance tools	www.sepho.org.uk/Default.aspx	The South East Public Health Observatory (SEPHO) is a member of the Association of Public Health Observatories. SEPHO's provides public health information knowledge and skills; supporting networks of public health organisations, professionals and practitioners.	South East Public Health Observatory
SHA Directors Network	network, SHA	www.institute.nhs.uk/share_and_network/sha_directors_network/helping_shas_deliver_their_strategic_priorities%3b_adding_value_to_nhs_institute_mainstream_activity.html	The ten Strategic Health Authorities (SHAs) across England form an important bridge between the Department of Health and front line NHS organisations. Each SHA has nominated a director (known as a link director) to work with the NHS Institute on enabling service improvement. The SHA/NHS Institute link director network meets fortnightly by WebEx conference and quarterly at events hosted by the NHS Institute.	NHS Institute for Innovation and Improvement
The Association for Informatics Professionals in Health and Social Care (ASSIST).	health informatics, network, influence policy	www.bcs.org/server.php?show=nav.7898	ASSIST is a professional association for those working in and for informatics in healthcare and social care. ASSIST's key objectives are: to provide a network for the exchange of information, good practice, offer advice on health and social care informatics issues to promote, raise and maintain professional standards in informatics.	The Chartered Institute for IT
The eLearning Repository	search engine, learning materials, e-learning development	www.elearningrepository.nhs.uk	The eLearning Repository, funded by the NHS Institute for Innovation and Improvement, is an extensible 'search and discover platform' to support the discovery and sharing of eLearning objects and learning resources held both within the Repository and at external locations. It is a centralised repository of NHS eLearning assets and knowledge and a channel for the eLearning community to publicise and share their works.	The eLearning Repository
The Kings Fund		www.kingsfund.org.uk	The King's Fund seeks to understand how the health system in England can be improved. Website has a searchable library, annotated/ with abstracts or links to reports. In centre of home page but you need to scroll down a bit to see it.	Kings Fund

**UK Clinical Research
Collaboration (UKCRC)**

research, clinical research,

www.ukcrc.org/home

The UK Clinical Research Collaboration (UKCRC) aim is to establish the UK as a world leader in clinical research. The UKCRC provides a forum that enables all Partners to work together to transform the clinical research environment in the UK. The forum promotes a strategic approach to the identification of opportunities and obstacles to clinical research and their resolution.

**UK Clinical Research
Collaboration (UKCRC)**

Change Agent Resource Directory - Innovation

Resource	What it can do	Website	Information	Organisation
Creativity Tools - An Overview	thinking creatively, tools	www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/creativity_tools_-_an_overview.html	If you want to think innovatively, you need to observe what is going on around you. We are used to viewing situations from our own personal perspectives. However, by developing the skill of looking at things in a variety of different ways, you can make new connections and lateral leaps. Brainstorming Six Thinking Hats That's impossible Fresh eyes Wish for the seemingly impossible Simple rules to thinking differently Affinity diagram (this is a structured brainstorm)	NHS Institute for Innovation and Improvement
Centre for Evidence-based Purchasing	assess medical devices, purchasing, research	www.cep.dh.gov.uk	The Centre for Evidence-based Purchasing (CEP) provided impartial and objective assessments of medical devices to help the NHS make better purchasing decisions. CEP provided assessments on innovative healthcare solutions, whether through the introduction of new medical devices or through the use of established devices in new ways.	Centre for Evidence-based Purchasing
Innovation Exchange	solutions, network	http://innovation-exchange.org	The Innovation Exchange is working to grow innovation from the third sector. We are focused on solutions to problems we are yet to solve. Innovation Exchange brings people together to grow third sector innovation.	Innovation Exchange
Innovation Hubs	network, Commercialisation of innovations	www.innovations.nhs.uk	Commercialisation of innovations arising from within the NHS is managed by the Innovation Hubs in England. The Hubs offer legal and commercial support to NHS staff who have a pre-market product. In doing so, each Hub serves the NHS organisations in its area by identifying, protecting and developing intellectual property (IP) sourced from within the NHS.	NHS Innovation Hubs
Innovation WebPages	SHA, East of England, Innovation	www.eoe.nhs.uk/page.php?area_id=22	East of England SHA's web pages dedicated to innovation and the new statutory duty to promote innovation.	East of England SHA
National Innovation Centre (NIC)	assessment, information, signposting	www.nic.nhs.uk	The NHS National Innovation Centre (NIC) aims to speed up the development of pre-commercial technologies likely to benefit the NHS. It provides tools and a community to identify, assess, develop, resource and manage IP for innovations within the NHS. Offering web-based assessment, information and signposting to innovators. Working with clinicians to identify areas of unmet clinical need and with technology providers to meet those needs. Improving technology pull within the NHS. Facilitating pilot projects with early adopter clinical teams.	The National Innovation Centre

NESTA website	inform policy, Science, Technology, Arts	www.nesta.org.uk	NESTA is the National Endowment for Science, Technology and the Arts - an independent body with a mission to make the UK more innovative. We invest in early-stage companies, inform policy, and deliver practical programmes that inspire others to solve the big challenges of the future.	National Endowment for Science, Technology and the Arts
NHS Evidence - QIPP (Quality, Innovation, Productivity and Preventing)	QIPP, improving quality, productivity	www.evidence.nhs.uk/aboutus/Pages/AboutQIPP.aspx	NHS Evidence - QIPP collection provides users with real examples of how staff are improving quality and productivity across the NHS. The aim of the QIPP collection is to provoke thoughts, ideas and discussions about changes that can be made locally in the NHS. Covers; Staying healthy Maternity and newborn Children Acute care Planned care Mental health Long-term conditions End of life care	NHS Evidence
NHS Institute for Innovation and Improvement	Leadership, Productive, Commissioning	www.institute.nhs.uk	The NHS Institute for Innovation and Improvement supports the NHS to transform healthcare for patients and the public by rapidly developing and spreading new ways of working, new technology and world-class leadership	NHS Institute for Innovation and Improvement
NHS Innovations South East (NISE)	idea development, solutions, network, Commercialisation of innovations	www.innovationssoutheast.nhs.uk	NHS Innovations South East (NISE) provides a service to NHS staff in the south east to help them convert their idea into reality. Not only does NISE assist in the process of developing the ideas, but it also supports in gaining recognition for the NHS staff that daily come up with new and creative ways that can benefit patient healthcare as well as generating revenue or cost savings for NHS organizations. NHS Innovations South East is one of nine NHS Innovations Hubs in England providing this service.	NHS Innovations Hubs
NHS National Innovation Centre website	innovation tools, idea development	www.nic.nhs.uk	NHS National Innovation Centre (NIC) support innovators, commissioners, and clinicians to speed up the development and use of innovations that will benefit the NHS. On this website, you will find a range of free-to-use, secure and confidential tools to help you: <ul style="list-style-type: none"> • have your say on Clinical Needs • rank your ideas with the Scorecard • surf for help in the Navigator • win contracts in the Competition area 	NHS National Innovation Centre
NHS R&D	R&D, network	www.rdforum.nhs.uk	The NHS R&D Forum is a network for those involved in managing and supporting R&D in health and social care. Our aim is to improve the environment for research in	NHS Research and Development Forum

			health and social care by facilitating and encouraging sharing of best practice, and working with other organisations.	
NHS Technology Adoption Centre	technology, improved patient outcomes	www.technologyadoptionhub.nhs.uk	The NHS Technology Adoption Centre aims to assist organisations to navigate the complexities of the 'NHS adoption landscape' To work with partners to identify those technologies which will provide cost effective improved patient outcomes in the NHS To work with NHS Trusts to support the sustainable implementation of new technology as an integral part of service and system solutions.	NHS Technology Adoption Centre
NHS Training for Innovation	training, innovation training, tools	www.tfi.nhs.uk	Training for Innovation (TFI) aim is to help create and disseminate innovative training tools that will accelerate the adoption of new healthcare technologies in the NHS and beyond. We work in partnership with NHS, academic, educational and information technology bodies and medical device companies to encourage knowledge exchange and promote best practice in medical technology training.	NHS Training for Innovation
NLH Health management Specialist Collection	Information management, policy	www.library.nhs.uk/HEALTHMANAGEMENT	Includes sections on Quality and monitoring- Innovation NHS Activities Info management and technology Policy - Service modernisation	NHS Evidence
NLH Innovation and Improvement Specialist Collection	Tools, techniques, measurements, case studies	www.library.nhs.uk/improvement	The aim of NHS Evidence - innovation and improvement is to provide timely and efficient access to high quality information resources for those involved in the innovation and improvement of health and social care services.	NHS Evidence
Public Services Innovation Lab	solutions, innovation trails, research	www.nesta.org.uk/areas_of_work/public_services_lab	NESTA is applying its expertise to find innovative ways of delivering our public services. More effective solutions at cheaper cost will only come through ingenuity. Our Public Services Innovation Lab is trialling some of the most innovative solutions and bringing them to scale across the country's public services.	National Endowment for Science Technology and the Arts
Small Business Research Initiative	solutions, procure new technologies, idea development	www.innovateuk.org/deliveringinnovation/smallbusinessresearchinitiative.ashx	SBRI is a programme that brings innovative solutions to specific public sector needs, by engaging a broad range of companies in competitions for ideas that result in short-term development contracts. SBRI starts with a particular department or other public body identifying a specific challenge. This is the turned into an open competition for innovation, appealing to the broader business community.	The Technology Strategy Board
Tools for Innovation	tools, innovation tools, design,	www.youngfoundation.org/our-	We have put together a selection of innovation tools for	The Young Foundation

	generating ideas	work/local-innovation/strands/local-government-innovation/innovation-methods-local-government/to	<p>local government. These are for local authorities seeking to introduce new ways of working that can help them find innovative ways to meet demands on their services. The tools are broadly clustered into three stages of the innovation process:</p> <ul style="list-style-type: none">• fostering innovation• the innovation design process• evaluation <p>It's not intended as to be a definitive guide to innovation, but rather a menu of different approaches that can help to support new perspectives and ways of thinking into local government.</p>	
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