

(c) HSE LanD e-learning programmes

HSE On-Line Learning Centre (www.hseland.ie).

www.HSE LanD.ie is an online learning portal developed and run by the Health Service Executive through the Human Resources Function. It is available to all Healthcare Professionals in the Republic of Ireland, both within Health Service Executive (HSE), Voluntary Hospital Sector, and associated Non-Government-Organisations (NGO's) working in health or allied disciplines. HSE LanD.ie provides courses and learning resources for healthcare workers in both the hospital and community health settings. Access to HSE LanD.ie is available over the internet, on a secure site, using Secure-Site-License (SSL) certificates, and can be accessed from any internet capable computer, whether at work or at home. The project has been in existence since 2005 in pilot status, and has been fully functioning since 2007.

There are now almost 50,000 registered users on HSE LanD.ie. This figure reflects a phenomenal growth rate of over 300% in the number of registered users since 2008. The trends in these figures would suggest a healthy response to promotional efforts and a realisation in these uncertain times of the value and opportunity offered by on line learning. To date a higher level of engagement is evident among clinical staff for clinical courses that are relevant to the current need. These courses also have associated with them clear operational links or are heavily promoted by the services or departments that have commissioned and funded them.

Support for Learners on HSE LanD

Users of HSE LanD.ie can complete 'start to finish' interactive learning transactions. They can log onto the system and:

- Carry out a competency assessment
- Plan professional development for the coming year
- Access on line prospectus for each region with course listings and calendar of events
- Complete mandatory e-learning programmes where appropriate
- Complete e-learning programmes on demand (learning what they want, when they want)

- Print off a certificate of achievement when they successfully complete an e-learning course. This can be used as evidence of having completed professional development
- Access libraries of learning resources including documents, videos and links
- Participate in / contribute to subject specific collaborative learning hubs, forums, wikis and blogs
- Manage their learning path

Learners will soon be able to complete an e-portfolio online, with an initial rollout envisaged for Medical Interns and Nurses & Midwives.

Focus of HSELand

The focus for HSELand continues to be on the on-going development of learning facilities that promote self-directed learning for healthcare workers across the disciplinary spectrum, but in a way that is entirely reflective and supportive of HSE strategic and operational priorities. This is achieved by working very closely with services at both national and regional levels. As internal consultants we are also particularly well placed to identify strategic savings by encouraging collaboration between regions or local services toward a national focus, so that learning resources are shared across the organisation.

Learners now have more control over their own learning and many more opportunities to develop their competencies. We believe this is in keeping with current public and private sector trends that emphasise self-improvement and life-long learning. Learners can also take part in informal learning, social learning and collaborative learning via the practice development hubs and through using the web 2.0 social media available in HSELand.ie. This was previously very difficult due to the diverse geographical locations of healthcare workers throughout Ireland. In addition, advances in technology infrastructure and software development are continually improving accessibility. HSELand.ie has also benefited from a recent technology and server upgrade to improve its capacity, capability and performance. Further functionality is continually being explored to further enhance the on line environment and the learner/user experience.

Full support is also offered to all users/learners through the provision of on line and telephone support services.

The range of learning tools, services, resources and supports offered on HSELand.ie which might offer appropriate support to a **Performance Management initiative** includes:

- **360 competency assessment tool** which allows individuals to identify their strengths and areas for improvement against an established HSE Management Competency Framework
- **Personal Development Plan Workbook** – helps the individual to set career goals and plan their learning objectives.
- **67 e-learning programmes** covering a wide range of topics. (36 of which have been developed internally by Irish Health Services subject matter experts)

Those particularly appropriate to supporting Performance Management in its broadest context might include: (in alphabetic order)

<ul style="list-style-type: none"> ➤ Balancing Work and Family ➤ Clinical Audit ➤ Coaching ➤ Communication ➤ Communication with Consideration ➤ Conflict Resolution ➤ Creating and Maintaining Life Balance ➤ Critical Thinking Skills ➤ Decision Making Skills ➤ Developing and Leading an Effective Team ➤ ECDL/ICDL: Concepts of Information Technology (IT) v 4.0 ➤ ECDL/ICDL: Databases v 4.0 ➤ ECDL/ICDL: Information and 	<ul style="list-style-type: none"> ➤ Health, Safety and Security ➤ HSE Records Management ➤ Integrated Discharge Planning ➤ Investigating the Problem ➤ Learning styles ➤ Managing Project Teams ➤ Microsoft® Office Excel 2003: Level 2 ➤ Motivating Your Employees ➤ People Management - the Legal Framework ➤ Personal and People Development ➤ Personal Development Planning ➤ Problem Solving ➤ Project Management Skills for Non-Project Managers
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<p>Communication v 4.0</p> <ul style="list-style-type: none"> ➤ ECDL/ICDL: Presentations v 4.0 ➤ ECDL/ICDL: Spreadsheets v 4.0 ➤ ECDL/ICDL: Using the Computer and Managing Files v 4.0 ➤ ECDL/ICDL: Word Processing v 4.0 ➤ Effective Presentations ➤ Effective Time Management for You ➤ Emotional Intelligence ➤ Equality and Diversity ➤ Finance Management ➤ Goal Setting 	<ul style="list-style-type: none"> ➤ Quality ➤ Recognizing and Avoiding Burnout ➤ Safer Manual Handling ➤ Service Improvement ➤ Service Planning ➤ Solving Problems As A Team ➤ Succeeding Through Teamwork in Business ➤ Systems Analysis Training Workshop ➤ Welcome to the HSE
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- **Online learning resources** also include reports; publications; e-videos; links to websites; online libraries; personal development, leadership and management resources; and organisational development learning resources. A range of specific 'performance management' tools generated through previous initiatives such as 'Personal Development Planning' (PDP), 'Team Based Performance Management' (TBPM), 'Performance Planning and Review' (PPR) are also available.

As an appropriate and useful support to this initiative a direct link from HSE LanD through an **Athens log in** can be made to the full resources of the Irish Management Institute. This offers a further a comprehensive range of on line resources and access to Leadership and Management on line journals not available through HSE Libraries.

- **Practice Development Hubs** – are designed to reflect specific content areas and facilitate knowledge sharing between multidisciplinary groups spread throughout Ireland. Each hub features social learning resources including forums (upload files and polls), wikis, blogs, internal messaging, user profiles and videos. Employees have access to some or all of the hubs to collaborate and knowledge share, depending on their job role. The key hub to initially support a performance management initiative might be the **Leadership Development Hub** which provides support to leaders and managers as the HSE moves towards an integrated service. We would propose that within this dedicated hub learning resources might be hosted or directly linked to support

Supervisors and Managers in implementing performance management. This might develop as part of a blended learning approach. Key themes could be supported through the hosting of discussion forums, blogs, wikis, pod casts, webcasts and very soon a live webcasting / web-conferencing facility.

Other hubs which can offer additional support to this initiative may include

- **The Change Hub** offers practical assistance and advice on managing change.
- **The Integrated Discharge Planning Hub** is designed to support staff who have a responsibility for implementing IDP regionally and locally and who wish to collaborate online.
- **The Learning and Development Hub** has been developed to encourage networking, development and sharing of best practice amongst learning and development specialists within the Irish Health Sector.
- **The Quality and Patient Safety Hub is a** resource that provides relevant information and learning resources for health care professionals across all practice domains. It is primarily a learning space, devoted to innovation, clinical leadership and a sincere desire to develop close working partnerships between practitioners and service users.