St Helens and Knowsley Teaching Hospitals NHS Trust

Manager's Guide to Supporting the Transition from Office to Agile Working

My Work Space

Tools & Accessories – have you got the right equipment to do your job effectively and safely?

My Desk – creating my work environment within the home is a key action to take. Create a work space, if it means moving the lamp or a desk from another room, then really look at the best move to allow you to have an 'office' that you can open and close, that doesn't intrude into home life – get the family to help you! Mark your boundaries – there must be a knock for entering a room or space you are working in, identify when you are free by leaving the door open etc.

Documentation – Transition from paper to e-reports, easier to share on screen and with other remote colleagues and managers.etc.

My Routine

Having a routine will help you plan your day and maintain a healthy work life balance:

- Set the Alarm as you do normally when going into work
- Get up and have your breakfast as you would do normally on a work day
- Dress like you are going to work!
- Open your office space when you start work
- Close your office space when you finish work
- Have lunch when you would do at work – virtually invite colleagues too!
- Have breaks as you do when you are at work – virtually invite colleagues too!
- Share tips for designing a space that blends work into home life

Big ask to get household members to join you in this, it will take time and be persistent to keep to the schedule – have your work schedule pinned on the fridge, ask the kids what you are to do today, tick off jobs done on the list and be prepared to have the conversation to ask for peace and quiet as you are on Skype! (Possibly a competition for the quietest person of the day! That includes adults too!!!)

My Well-Being

Personal health – remember your own health and safety at home, sitting comfortably, screens are at the correct level, take breaks (e.g. put the washing on !)

Stay away from the fridge! It will be very easy to head to the kitchen when at home so maintaining any meal planning will help keep the snacks to a minimum. Ask family / friends to make dinner for you as you have been at work!

Take exercise – use what's available online i.e. Joe Wicks workout sessions for the entire family etc.
If you are home alone, reach out to others during breaks; use your network of friends & family outside of work for support. If you know someone is home alone, reach out and see if they are ok #bekind. Can you walk a dog for a family member, (remembering to follow social distancing requirements)

To support our staff during this time all staff have access to 24/7 online or telephone confidential counselling from INSIGHT https://www.insighthealthcare.org/ or telephone 0300 131 2067

The Trust's Clinical Psychology Department has compiled some bespoke advice for staff to help them cope during this time please click here http://nww.sthk.nhs.uk/services/Clinical%20Psychology%20Department/staff-well-being-during-covid for their advice.

NHS Employers have information for staff wellbeing available here:
https://www.nhsemployers.org/covid19/health-safety-and-wellbeing

Another example of support is from the Headspace App which is offering complimentary membership for all NHS staff and is linked in the Trusts intranet –

https://help.headspace.com/hc/en-us/articles/360044971154-Headspace-for-the-NHS

Remember, everyone is different and it will take you a while to find what works best for you so keep searching and sharing appropriate links with your friends and colleagues to investigate further.

My Ideas

- Fun Fridays
- Competitions – Best Desk, celebrate birthdays, Wellbeing Session, Cake of the Day,
- Sharing recipes – cake of the week
- Joke Bank – joke of the day, joke of the week or hilarious hump day!
- Virtual Coffee Breaks
- Anyone a yoga, meditation or mindful practitioners that can run virtual classes
- SKYPE - Making the most out of Skype – Calls at the beginning and end of the day – what's your aim to day, did you achieve (exceed)?
- SKYPE IM – remember messages are just as good!
- ZOOM – virtual social events only not Trust business meetings!
- Spotify – create some tunes for motivations, relaxation etc.
- Buddy Up – create a network of supporting groups (not to exclude but to include)
- Create Chat Groups – be inclusive not exclusive! #bekind
- Create Top Tips Page – sharing is caring!
- Positivity Rainbows – get your kids or family to do them for your windows

My Social Media

We all love our mobile phones, what would we do without them?

When working from home, you must remember that you wouldn't use your mobile at your desk or during work time, so follow that rule too. It's so easy to fall into a virtual rabbit hole and before you know it time has passed that you could have finished your days' work in.

Use your social media platforms responsibly for work and social time and follow the guidance given in the Social Media Policy –

http://nww.sthk.nhs.uk//PoliciesGuidelinesDocuments/Forms/DisplayFormPolicies.aspx?ID=219

Senior Leader Responsibility	Team Leader Responsibility	Agile Workers Responsibility
• Regular Updates to Department – email or Skype • Be Visible – SKYPE • Be available to your staff • Cascade appropriate information in good time • Have a Coffee Mornings for all to attend (informal approach required) • Well-being – regular check in with all Departments/Direct Teams. Create a newsletter (see example)	• Regular Updates to teams • Check ins offered at the beginning of the day • Check outs offered at the end of the day • Regular Coffee Mornings • Host Competitions • Identify key projects to be done • Offer timelines – remember, when working remotely timeframes will need to be adjusted	• What projects are you working on? • Have you got the right information – ask if not! • Is anybody else on the same project – check in with them too • Ask for regular updates on your output – is it correct? Can it be done differently?

- Identify key projects that are achievable		

Leading Virtual Meetings

Leading virtually can seem challenging, but a few basic technical and human skills will help you to engage with colleagues and ensure your virtual meetings are productive. Here are some hints and tips on working virtually.

The technical things for large meetings (more than 10–15 people)

1. Make sure everyone has the link for the meeting in good time.
2. Give people clear instructions about joining. For example.

    - Please join the meeting 3–5 mins before it starts so that you can check out your connection.
    - If you join late, join quietly and do not interrupt the conversation or the presentation. The facilitator will notice you've joined and welcome you at an appropriate point.
    - Background noise and audio feedback can disrupt the meeting. Please turn off your phone or anything else that might distract you or the other participants. When you are not speaking mute your microphone.

3. Make any presentations short and digestible. People only listen for about 5–10 minutes. Keep slides very simple.
4. Build in a process for engaging people early on using questions. Some packages allow attendees to raise a hand, others offer a chat function. In a big meeting ask someone else – a chair or facilitator – to monitor the questions. It is distracting for the speaker to try to keep track of these.
5. If you are using a platform with break-out rooms, use them. People can connect in smaller groups, talking freely without using the mute button, or write on their own white board. All this helps people stay connected.
6. A large group meeting typically lasts no more than an hour.

The technical things for small meetings (typically 5–10 people)

1. For smaller meetings, many of the same guidelines apply when joining a meeting, but smaller meetings give an opportunity to create more trust and intimacy.
2. Don't use the mute button (unless extraneous noise is disruptive). Encourage people to speak spontaneously. A small group can quickly learn to recognise each other's voices if they regularly work together virtually. It is okay if people talk over each other and participants soon get used to it.
3. Try to avoid having some virtual and some face-to-face participants. So, don't have part of the group gathered around a speaker phone in one room and others dialling in individually. This can create an 'inner group' with eye contact and side jokes, which does not help overall engagement or build trust across the group.
4. Small meetings are more interactive and may last longer. If they are longer than 1.5 hours, do build in short breaks – listening and watching a screen are tiring.

The human things

1. A virtual space is exposing – like being in a goldfish bowl. People listen more intensively; think about how you say things – your tone and gestures.
2. Emotions get amplified too. You can be surprised by peoples' responses which can seem stronger than you might expect; allow for this, check out what they mean and don't overreact in response.
3. Relearn the basics of **actively listening** (see below).
4. Don't be afraid of silence. People are probably just thinking.

5. Remember the virtual nod. If people can't see you, you need to say something or make a noise to acknowledge a comment or so people know you're there.
6. Incorporate the informal. Don't be totally task or agenda led. Allow time for people to share news, chat about parts of the meeting that spark interest, etc. You can't have a virtual coffee, but you can have coffee virtually!

How do you actively listen?

FACTS	Listen to the facts, data and the specific details that people share
FEELINGS	Listen to the feelings expressed or implied through the tone of voice or pace of delivery
INTENTION	Listen to what the speaker intends to do, their commitment to any actions Listen for an unconscious intention (listening for what else people are telling you, by 'reading' between the lines)

Reference: Caulat G (2012). *Virtual leadership: learning to lead differently.* Faringdon: Libri Publishing

The Virtual Team Meeting Agenda

The 'CLEAR' framework described below can provide a very helpful basis for structuring team and 1-2-1 meetings that can be used in an online or remote setting.

C	**Contracting** – Chair to start with a check in and contract for outcomes: How are you feeling today? Show kindness and compassion to each other. What is it we need to achieve today? What is the purpose of us meeting? How do we need to work together to achieve and create a safe psychological environment? What would some ground rules for this group look like?
L	**Listening** – Listen to the updates and new challenges: Let us get all the different perspectives, hopes and concerns on the table and make sure they are all heard before we explore ways forward.
E	**Explore** – Explore issues in greater detail to ensure new thinking and ideas are generated: Let us suggest all the options we may need to consider in order to move forward. Chair to encourage a contribution from everyone (check whether quiet people have thoughts/ideas to share)
A	**Agree the action** – to be taken and each person will commit to ensure it happens: What specifically are we committed to doing? Who will do what by when? What support is necessary? Chair to confirm all of the above
R	**Review** – this can involve sharing appreciation of what has been helpful in the meeting, or individual commitments about what meeting members will be taking away or doing differently: What worked well in this session? What could we do even better next time we work like this? How do you feel at the end of the meeting?

Source: Hawkins, Imperial College London, 2012

Nine Ways to Support Productive Remote Employee Activity

1. Embrace a Project Management approach
Keep your staff on task by clearly defining which jobs belong to whom. Manage expectations by keeping everyone aware of deadlines. Create an open line of communication when it comes to projects.

2. Check in Daily
Daily check-ins might feel like you're trying to micro-manage, but actually, that's not the case. Daily check-ins show staff you care about performance and want to stay in-the-know when it comes to productivity.
Ask your staff daily:

- What was accomplished today?
- Are we on track to achieve our goal?
- What obstacles are currently hindering faster progress?
- What can I do to support you?

In addition to being a helpful management tool, this is a great way to increase morale by showing your support to the team. Check-in NOT check-on.

3. Focus on Results — Not Hours Worked
Employees are bound to 'kill time' if they feel like they have no other goal than to put in X amount of hours each day. Productivity will increase when the team is results oriented versus time put-in oriented. This is because there's an incentive to complete tasks…Who doesn't want to go home early after a job well-done? Rather than twiddling their thumbs to fill time on the clock, your employees will feel motivated to get their work done. Why? So they can stop when the day's work is done rather than when the clock reaches 5:00 pm.

4. Set Clear Expectations/Objectives
In order for your staff to be productive, they have to know what they're working towards.
Set clear goals for individual teams and for individual staff so there is an obvious focus at all times. Goals should be clear, specific, and measurable.
Be realistic so expectations aren't impossible to achieve, communicate the goals clearly and to the whole team.
Goals should also be centred on more than just one type of performance. Include goals for:
- Day-to-day tasks
- Performance against objectives and/personal development
- Efficiency
- Problem solving and innovation

5. Track Performance
When it comes to employee productivity, this one may seem obvious, but the reality is a lot of organisations tend to focus on 'time spent' on projects instead.
Once you've set clear expectations for a team and each individual, be sure to track how well they're performing their duties. Not how many hours are being put it — but how well goals are being met.
Have a struggling individual?
Rather than assume they're lazy, ask them: "What can we do in order to make your goals easier to achieve?"

6. Be Transparent with Communication
Communication is the key to productivity because everyone needs to work together as a team to meet the Trusts goals.
Share, be upfront and honest, with your employees:
- Goals and objectives

- How performance is being tracked
- What expectations are for performance

This keeps your employees assured and confident of how to meet expectations and how their performance is being measured.

7. Reward Quality, Not Just Quantity

It's important to find a system for measuring quality when it comes to your employee's/teams work. Think about customer service. It isn't easy to measure but is very important to your services reputation. When you put systems in place for employee productivity tracking, think about quality. How can you use it as a way to track job performance? For example, did you get feedback from a patient/service user about an employee going above and beyond? Maybe your employee had to take a bit longer than usual to deliver at this level… but the value received in return is priceless. Be sure to measure and reward quality performance.

8. Use Positive Reinforcement Practices

Happy employees are more productive employees… and happier employees don't necessarily just want more money. There are things you can look at to increase employee happiness — and productivity — including:

- Show compassion
- Show gratitude
- Focus on meaningful work
- Treat employees with respect
- Avoid laying blame

9. Measure Short-Term and Long-Term Goals

Track-specific key performance indicators for both long term and short term goals. This will keep employees motivated by seeing small accomplishments along the way. It also paints a striking picture. It highlights the impact the little tasks are having at pushing towards the big goal.

Managing an Employee Who's Struggling to Perform Remotely

How can you, as a manager support team members who are struggling to successfully work remotely while also remaining sensitive to the times? It requires a broader approach and different skills than many leaders are used to, but there are several ways to learn them:

Expand your diagnostic lens.

With many unfamiliar variables introduced by Covid-19, getting to the bottom of a new performance problem is more complicated. Prior to the pandemic, most leaders might have reflexively zeroed in on the underperformer as the primary unit of analysis and presumed the problem was the result of insufficient skills, lack of initiative, commitment, and/or a poor attitude. While these often play some role in underperformance, they rarely account for all of it. That's why focusing on the underperformance vs. the underperformer leads to better problem solving. Before meeting your underperformer, use these questions to help you figure out what those factors may be:

- **What's different**? When you're dealing with someone who has just recently started to underperform, begin by identifying new variables that could be interfering with their work. Have there been recent organizational shifts? Difficulties in their personal life? For many, working from home has presented several technical and self-management challenges. Isolating which factors may be presenting legitimate obstacles to your employee's job will require you to have sensitive and persistent conversations with them.

- **What's worse**? Working virtually, will undoubtedly amplify weak areas of your team: clunky processes may feel more cumbersome; getting information in a culture of secrecy may now feel impossible; work-arounds people have adopted to cope with outmoded technologies will likely break down. But leaders must be able to identify which broader organisational performance issues may be contributing to an employee's performance issue. Sometimes you may not know until you have the conversation, but it's important to consider all the factors before meeting. You want your employee to trust that you've thought through the situation and considered it from their view. They will be less likely to use those broader issues as an excuse.

- **What's fact, what's emotion**? In a crisis, anxiety, anger, and fear can lead to blame, defensiveness, and irrationality, which worsen when we're isolated. As such, it's even more critical to separate emotion from fact in these situations. Leaders experiencing frustration around an underperformer will need to acknowledge the presence of these emotions, and honour them, before they are able to set them aside. Once you do, you will be more equipped to discuss what is factually true.

- **What's mine, what's theirs**? Healthy accountability starts with a leader acknowledging they may play a role in someone's underperformance. Have you been clear about what you expect from your newly remote team? Have you provided needed resources, coaching, and feedback? Is there a gap in your leadership contributing to the problem? Show empathy without lowering the bar. You can demonstrate your care for an employee's struggles by both acknowledging their hardship and redoubling efforts to help them succeed. The best way to have these conversations right now is through a video call so that you are able to read one another's tone and expressions. When you start the discussion, remember that this behaviour is new for your employee too, and they are likely already feeling badly for struggling. "Check in" before you "check on" as a rule. Ask how they are doing to gauge their well-being. Then, clarify that your goal for the conversation is to help resolve the problem at hand.

- To begin, **use probing questions** like, "Why do you feel this is happening?" Listen carefully to how they describe the situation. If they deny there is a problem, you may have mismatched expectations. If they point fingers, make repeated excuses, or refuse to take responsibility, you may have someone in the wrong role.

- **Engage the underperformer in problem solving**. Performance shortfalls, especially sudden ones, are best resolved by asking the person in question to be responsible for solving the problem. Once you've identified what the issue is, ask, "What would you change if you could?" or "What can we all learn from this?" to open their imagination and signal that you trust their ability to improve. Resist telling them what to do, or being overly proscriptive about how to do it. You don't want to dilute their ownership and commitment. Remember that working in isolation can make people more anxious about their mistakes, and this is a person who is used to seeing success. Reassuring your employee that you are OK with missteps as long they are corrected and learned from will help empower them to solve the problem on their own. At the same time, you should remain available to provide guidance when needed. This may require instituting more frequent check-ins to compensate for the changing conditions.

- **Strengthen team accountability.** There are a few things you can do to avoid this issue from reoccurring in the future. One of them is making sure that your team members realize their collective success belongs to one another — not just to you, the boss. Otherwise, you'll end up playing air-traffic control for every result the team delivers, and spend more time managing what falls through the cracks than helping them achieve greater performance. There is one exercise you can use to strengthen your team's sense of shared accountability during this crisis. In your next meeting, ask every person to identify how they rely on each of their team members. Then compare answers. There should be explicit commitments they each make to one another, in which you remain uninvolved. Remember, your biggest contribution to those you lead is helping them be, and contribute, their best. When they fall short, your greatest show of compassion, especially right now, is to help them figure out whatever it takes to get back on track. In some cases, it may be more compassionate to loosen expectations, so long as you make that decision with people and not for them.

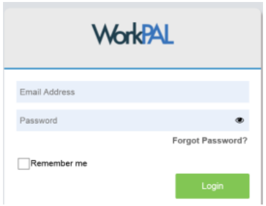
St Helens and Knowsley Teaching Hospitals
NHS Trust

Remote Appraisal

Using the WorkPAL appraisal system

If you are signed up to MyWorkPAL, it can be accessed from work or home on any device, both work and personal.
If you need to register or you have forgotten your login details, you will need to access your STHK email to get your email from WorkPAL.

Registered users: please access your MyWorkPAL account via;
https://www.workpal.co.uk/#Login



New users: If you have not received or lost your registration email, you can request this to be resent to you via MyWorkPAL Support. You will be sent an email from noreply@workpal.co.uk containing the details you need to complete your registration.
Forgotten your login details: Don't worry – it happens. If you've forgotten your login details, you can request this to be resent to you via: MyWorkPAL selecting 'Forgot Password'. You will be sent an email from noreply@workpal.co.uk containing the details you need to access your MyWorkPAL account.

Using the Legacy System

To complete an appraisal using the legacy system. The form will need to be copied from the Trust Intranet here http://nww.sthk.nhs.uk/staff/education/education-training-and-development-(personal-development)/appraisals/appraisal-resources and emailed to the remote worker to complete.

Guidance on its use can also be accessed from the same location or from the Learning & Organisational Development Team;

EducationTrainingAndDevelopment@sthk.nhs.uk 0151 290 4643

Tips for a Good Appraisal

The appraisal meeting can be completed using Skype for business where it's not possible to hold a face to face meeting. Appraisals using Skype, Face time, Zoom, MS Teams or other video conferencing apps is much the same as that done face to face. There are some simple steps to follow to make it a useful and enjoyable experience for both parties.

1. **Set your stall out**

First of all, you, as a manager, must buy into the appraisals yourself. If you view them as a waste of time then that will come across during the meetings. If you're not convinced of the merits of the process then it is your duty to challenge the system and help create a method which is productive for both the organisation and its employees. However the majority of time it isn't the process that is broken but the attitude of the people involved. If they are viewed from the outset as an inconvenience and a complete waste of time that is what they will become. But if they are viewed as a positive experience and an opportunity to allow employees to progress, and the appropriate amount of time is dedicated to them, then they can be an extremely powerful tool in increasing employee engagement.

2. **Clear your diary**

In order to allow employees to open up you must first give them your undivided attention. Schedule a two hour meeting with each staff member you are directly responsible for and don't allow any interruptions. You should ideally be in a meeting room rather than your office where there are potential distractions such as a telephone and documents which you can try and skim read out of the corner of your eye. If someone does ring or interrupt it is the perfect way to demonstrate how important the meeting is by not picking up or not engaging in conversation and apologise for the disruption. There is nothing more frustrating than speaking with a manager who is tapping away on her phone or replying to emails.

3. **A two way street**

To encourage trust, explain that the meeting is a two way process. It is not just an opportunity for you to review how your team are performing, it is also an opportunity for employees to provide feedback on how they find the organisation as a whole and your performance as a manager. Talk to them about how you have found the year in terms of what the team has accomplished and where you think improvements can be made. Also, ask them if there is anything they want to discuss 'off the record' as there might be issues they don't want to share if it is going to be included in a report. If it is something that you feel should be recorded then you should encourage them to include it in the final report and explain the reasons for doing so, but don't force the issue. If you pressure them they will not trust you enough to come to you with problems in the future.

4. **No alarms and no surprises**

If you are managing your staff properly there shouldn't be any surprises in the personal development review. If they are shocked by a revelation that they are under-performing then you haven't been speaking to each other enough or honestly throughout the year. The appraisal should be a review of the last 12 months not a chance for both parties to get off their chest what they have been bottling up since the last review. If this is the case then more frequent face-to face meetings need to be scheduled for the following year.

5. **Silence is golden**

Silence is an extremely powerful tool. If an employee is giving you one word answers or you would like them to delve deeper try just pausing before resorting to asking them to expand. There will be a short battle of wills and it may become a little uncomfortable, but in most cases the interviewee will open up further to fill the silence, and this way they will feel like they are providing the extra information due to their own free will rather than you forcing them to do so.

6. A review of the year

When conducting an appraisal review, an individual’s performance for the whole year needs to be taken into account. There will often be an unusual incident or two (good or bad) which particularly stand out in your mind. You may find it difficult not to focus on them, but you can’t let these skew your view of an individual’s overall performance. If a staff member failed to deliver an objective, then this needs to be addressed, but they shouldn’t overshadow their performance during the rest of the year. We are all human.

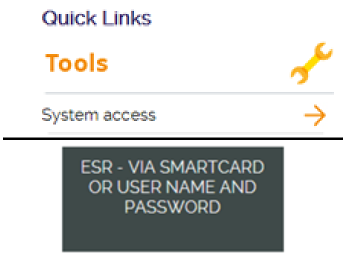
7. No fudging

Nobody likes confrontation but one of the biggest things that can undermine the review process is if the report isn’t a true reflection of the meeting. If you need to make a staff member aware of a negative aspect of their performance it needs to be brought up during the conversation, not slipped into the notes afterwards whilst they are not looking you directly in the eye. If it is an after-thought and you think ‘I’ll just slip it into in the report’…don’t. If the point needs to be included call another brief meeting and discuss the matter before its inclusion, otherwise you may jeopardise any chance of conducting meaningful PDRs in the future.

ESR Account access

From an STHK Device PC/Laptop
Make sure you are connected to the Trust's own Network.

Open the Trust Intranet homepage, scroll down the 'Quick Links' menu to the right of the screen and select the link for 'Systems Access'

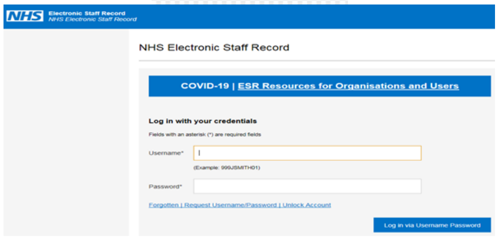


From the available tiles, select the one for Electronic Staff Record (ESR).

You will now be taken to the ESR login page. To log in via a smartcard click 'Log on with smartcard' at the log in page. This guide is how to log in using username and password.

From a Personal device Download and install the ESR App from your providers app store

From a personal PC/Laptop use the website link https://my.esr.nhs.uk

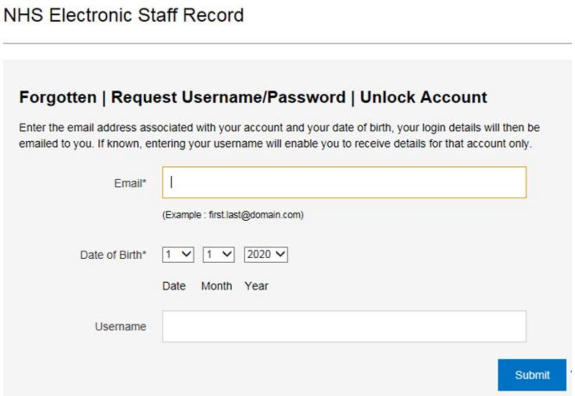


Logging in to ESR
In most cases the ability to access ESR from a personal device is set up automatically. However you can check if it is set up from a Trust device: click on the Green Link at the top of the home page on ESR.

Your Username for remote log in will show. This will always begin with 409 for St Helens and Knowsley. If this status says approved then you are all set, if it says 'Request Internet Access' click the button and it will change to 'Approved'. You will use the same Username & Password both in work and via the internet, this is called common ID.

To access ESR for the first time or if you **cannot remember your username and password**
Click on the link

Enter your email address and date of birth, then click "submit".
IMPORTANT – the email address entered must match the one held on ESR.
You will then receive an automated email to the email address entered, only if both the email address and date of birth match those details held on ESR. The email will inform you of your username and contain a link to click if you wish to reset your ESR password.
Clicking on the link will take you to the login screen on ESR where you can now change your password.



If you need the email address stored on ESR to be updated, or checked, please contact the ESR Helpdesk using the relevant details below:
For St Helens and Knowsley Trust Employees please use ESR.Helpdesk@sthk.nhs.uk
The following security rules are very tight as access to ESR allows access to your very personal and sensitive information:
Change your password regularly (ESR will prompt you to do this every 90 days).
Passwords must be 8 characters or more in length
Include characters from three of the following categories:-

- Uppercase alphabetic characters (A-Z)
- Lowercase alphabetic characters (a-z)
- Arabic numbers (0-9)
- Non alphanumerical characters (!$%*)

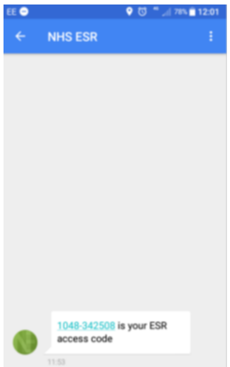
Passwords must contain at least one letter and one number (beware they are case sensitive)
Try to use phrases to help make a complex and more secure password. For example 'One day I will visit the US'. Use the first letter of each word to create your password. You could make the first letter a capital and replace a letter with a number and a letter with a non-alphanumerical character. E.g. Od1wvtu$
Do not create a password that is easy to guess, avoid personal information such as car registrations, names of people or pets, hobbies or interests.
AVOID full words like Mother/Father/Password/Mouse/Hamster/Horse etc.
Do not base your password on your user name
Do not have spaces or commas
Passwords may not be the same as previous 12 passwords
Passwords may not contain repeating characters such as 00 or aa
Passwords may not contain sequential characters or numbers (such as 'ABCD' or '1234')

Supervisor or Manager Self-Service access on a Personal Device
This option is available to users who would normally log in to ESR on a secure network using a smart card, but either have no smart card or are not in a secure location currently.

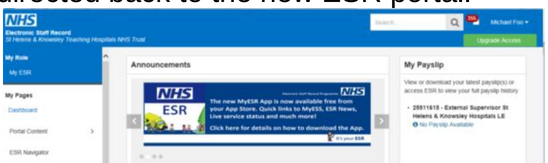
In order to upgrade your account you will first need to be logged in to ESR at a location which has a secure NHS (N3) Network. If you cannot get access to such a location you will need to contact the ESR Helpdesk on the numbers supplied in this guide.
Once logged in to ESR on a secure connection, click on the green "Manage Internet Access" option from the home menu.

You will then be able to enter a mobile telephone number and there will be an option to set this number.

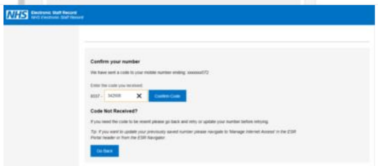
You will receive a text message to the phone number



Enter this code into the blank field to continue. You will then be directed back to the new ESR portal.
In the top right of the screen select the green "upgrade access" tab



You will receive a text message to the phone number provided by yourself previously; this will be sent from NHS ESR. Enter this code into the blank field and select "confirm code"



Please note that the code will expire after 10 minutes, if you do not enter the code within this time you will have to request another code by selecting the green "upgrade access" again. Also if the system is inactive for longer than 10 minutes it will automatically log you out.
You will then be directed back to the new ESR portal. You now have the option to view and update records for any staff under your supervision / management by navigating to the relevant sections of ESR. If you need help navigating around ESR there are several guides available. For assistance please contact the ESR Helpdesk.

Moodle (eLearning) Access for Clinical Systems and Mandatory Training	
Open your internet browser e.g. Internet Explorer or Chrome	
In the Address Bar type in www.sthk.nhs.uk	
Scroll to the bottom of the page and choose Trust Staff> from Quick Links	
Click the Link to take you to the Moodle Home Page	
Enter your Login details *(same as you use to log onto computer with)* Click Login Having Problems Logging in? Please ring Service Desk on **0151 676 5678** or Log a job on **Sostenuto**