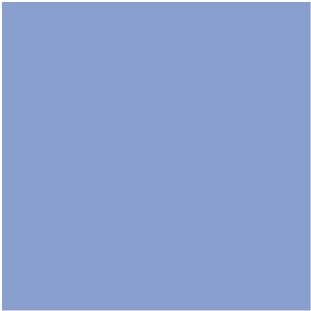


Welcome!

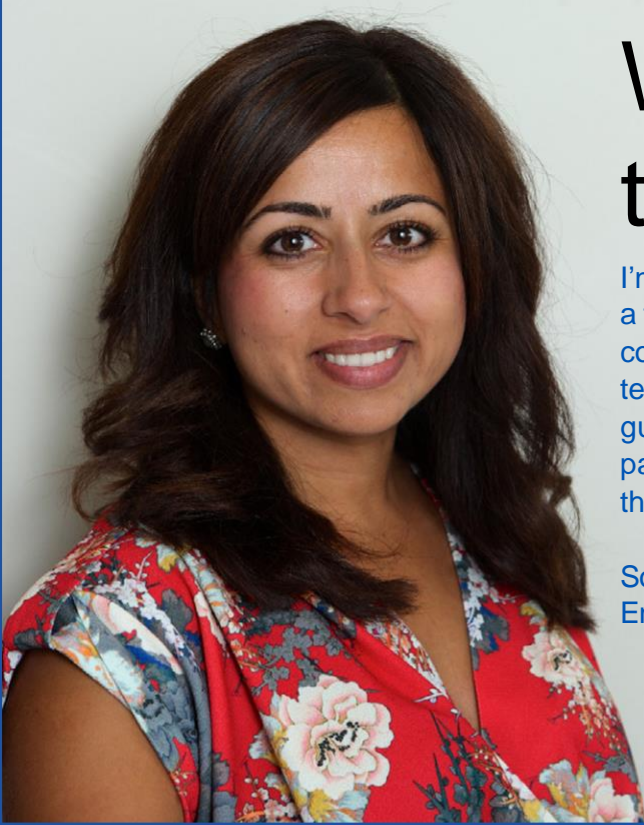
An induction guide for health and wellbeing coach workers in primary care networks.





We have designed this welcome pack with links to some useful short films.
If you read it online, you will be able to click straight through to the films.

Welcome



Welcome to the NHS

I'm so delighted that you've chosen to be part of a fabulous team in general practice and in your community. Your role is part of an ever-growing team in primary care. You are one of the future guardians of the NHS. What you will do for your patients will change their world and will change the way we practise as GPs.

So, I'm delighted to welcome you. Enjoy this pack. Enjoy your job, and good luck.

Dr Nikki Kanani
GP and Medical Director for Primary Care

Introduction

Welcome to your new role as a health and wellbeing coach. You will be working with your primary care network (PCN) team to support people to take proactive steps to improve the way they manage their physical and mental health conditions, based on what matters to them.

You will do this by using your skills to coach and motivate people over a period of sessions to self-identify their needs, set goals and improve their knowledge, confidence and skills.

Health coaching is a supported self-management (SSM) intervention and is part of the NHS Long Term Plan's commitment to make personalised care 'business as usual' across the health and care system. Health coaching is a partnership between health and care practitioners and people. It guides and prompts people to change their behaviour, so that they can make healthcare choices based on what matters to them. Health coaching is defined in the Universal Personalised Care model as:

"Helping people gain and use the [knowledge, confidence and skills](#) to become active participants in their care so that they can reach their self-identified goals."¹

You are joining primary care networks at a very exciting time. [The Network Contract DES Specification 2020/21](#)² provides reimbursement for three personalised care roles based in PCNs: social prescribing link workers, health and wellbeing coaches, and care coordinators.

Supporting information on these three roles can be found in the [Network Contract DES Guidance 2020/21](#).³ The introduction of health and wellbeing coaches and care coordinators from April 2020 is in addition to the existing social prescribing link worker role which has been in place since July 2019.

Working together through a single point of access, these three roles reduce and support the workload of GPs and other staff by supporting people to take more control of their health and wellbeing and addressing wider detriments of health, such as poor housing, debt, stress and loneliness. Your contribution enriches the skill mix of primary care teams. As a result, people have improved lives, benefit from timely access to health services, and are supported to develop the skills and confidence to manage their own health and wellbeing.

These roles are intended to become an integral part of the core general practice throughout England, embedding personalised care within PCNs and supporting all professionals to take a personalised care approach.

These are exciting times, and you are a part of it.

This welcome pack won't give you all the information you need, but we hope it will help you to find your feet in your new role. It will also point you in the direction of more detailed information that might be useful to you.

A useful starting point is the [supported self-management summary guide](#) and the [health coaching implementation and quality summary guide](#), which describe what good health coaching looks like.⁴ The reference guide for PCN HWBC workers will be published in due course.

1 <https://www.england.nhs.uk/personalisedcare/upc/comprehensive-model/>

2 <https://www.england.nhs.uk/publication/des-contract-specification-2020-21-pcn-entitlements-and-requirements/>

3 <https://www.england.nhs.uk/publication/des-guidance-2020-21/>

4 <https://www.england.nhs.uk/personalisedcare/supported-self-management/supporting-tools/>

Setting the scene – personalised care

In January 2019, just after the NHS celebrated its 70th birthday, the NHS Long Term Plan was published. It was based on pride in all the good things the NHS has achieved in its first 70 years, but it acknowledged that there are challenges to be met if the service is to be fit for the future. The Plan wants to redesign patient care to future-proof the NHS for the decade ahead, so that we will be able to celebrate its 80th birthday in the best possible shape.

One of the big practical changes which the [Long Term Plan](#)⁵ commits to is that “people will get more control over their own health and more personalised care when they need it.” This is because evidence shows that people will have better experiences and improved health and wellbeing if they can actively shape their care and support.

You can read more about personalised care – what it means, and what we’re going to do about it – in [Universal Personalised Care](#).⁶ Its main aim is that up to 2.5 million people will benefit from personalised care by 2023/24. This will give them the same choice and control over their mental and physical health that they have come to expect in every other aspect of their lives.



An animation explains more about the [meaning of personalised care](#).⁷

5 <https://www.longtermplan.nhs.uk/>

6 <https://www.england.nhs.uk/personalisedcare/upc/comprehensive-model/>

7 <https://www.youtube.com/watch?v=RXOd-7rn6so>

“I love seeing the growth of someone’s confidence and ability to tackle difficult situations, just because someone really listened to them non-judgmentally and challenged them to think a little differently. I feel humbled day after day, working as a health and wellbeing coach, at the power of the coaching process and how I played a tiny part in helping people help themselves.”

H.K.

We are working on a range of actions to help us embed personalised care – and in your role as a health and wellbeing coach, you are a major part of this.

These are the six main areas we are working in:

- Supported self-management, especially for people with long-term conditions – this is where you as a health and wellbeing coach have an essential role to play
- Shared decision-making between professionals and the people they support
- Social prescribing and community-based support
- Personalised care and support plans
- Choice – over where and how people receive care
- Personal health budgets for people with complex physical needs



Who do you work for – and what is a primary care network?

You have joined a primary care network (PCN)

You will become an important member of your PCN multidisciplinary team, working in partnership with the health and wellbeing coaches and the social prescribing link workers and taking referrals from all member practices.

PCNs are a key part of the NHS Long Term Plan. They are groups of GP practices and local partners, usually covering between 30,000 and 50,000 patients. GP practices in England have been part of PCNs since July 2019.

The practices and their partners work together with community, mental health, social care, pharmacy, hospital and voluntary services in their local areas. By working together, they can provide more proactive and personalised care. They help to make health and social care more joined up. In parts of the country where emerging PCNs are already in place, there are clear benefits for patients and clinicians.



An animation explains more about [primary care networks](#).⁸

⁸ <https://www.youtube.com/watch?v=W19DtEsc8Ys&feature=youtu.be>

What will you be doing as a health and wellbeing coach?

It's estimated that one in five of the people who go to see their GP are troubled by things that can't be cured by medical treatment. GPs tell us they spend significant amounts of time dealing with the effects of poor housing, debt, stress and loneliness. Many people are overwhelmed and can't reach out to make the connections that could make a difference to their situation.

This is especially true for people who have long-term conditions, who need support with their mental health, who are lonely or isolated, or who have complex social needs that affect their wellbeing.

That's where you come in

Your contribution enriches the skill mix of primary care teams, improving people's lives, helping them access health services, and supporting them to develop the knowledge, skills, and confidence to manage their own health and wellbeing.

You will work with people, usually over a number of sessions, supporting them to develop their knowledge, skills and confidence, and helping them become active participants in their own health and wellbeing. You will guide and support people to reflect on and change what they do to help them reach their own health and wellbeing goals.

Often you will work with people with long-term conditions such as type 2 diabetes or chronic obstructive pulmonary disease (COPD). At other times you might work with those who are at risk of developing a long-term condition, providing support for issues such as weight management, managing chronic pain, or living with depression or anxiety.

Your coaching, communication and behavioural change skills, and your ability to work with people at their own starting point, will encourage and support them to become more engaged in managing their own health.

“This was just the catalyst I needed to help me sort out my life. I didn't know what I wanted to do, but the health and wellbeing coach has helped me to achieve things I never thought I would. I've even given up smoking! I'd definitely recommend it!”

Service user

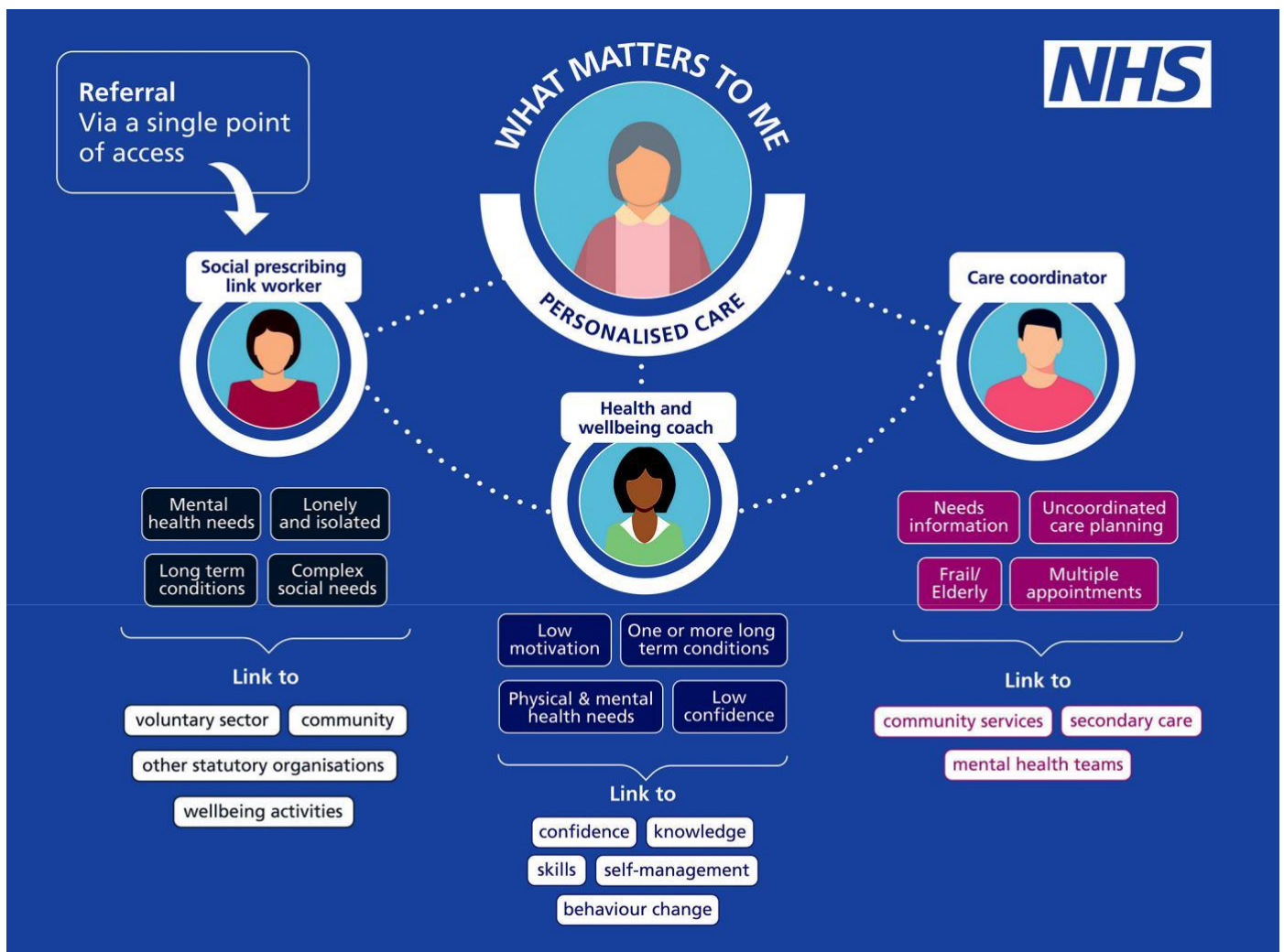


Your role

You will be working alongside social prescribing link workers and care coordinators, taking referrals from the GPs and other professionals in your network. You will spend time with the people referred to you, building trusting relationships, listening carefully to what matters to them and what motivates them, and supporting them to take action on their self-identified goals.

Social prescribing link workers, health and wellbeing coaches and care coordinators work in partnership with other professionals as part of the general practice team and part of a wider multiagency integrated team, to help people review their needs and access the services and support they require to manage their own health and wellbeing.

All three roles can also refer to other professionals within the PCN and to other appropriate agencies. There are some similarities in how the three roles work together, but each role offers a unique contribution; therefore, it is key that a single point of access to the service is in place to ensure people receive the right support at the right time from the practitioner with the right competencies. This single point of access would generally be via the social prescribing link worker(s) who work in partnership with the other two roles to triage referrals as set out in the Network Contract Directed Enhanced Service (DES) Guidance 2020/21.



You're not on your own

You will be part of a team with a variety of different skills – a multidisciplinary team.

This could include pharmacists, physiotherapists, and other professionals and practitioners within general practice. Working in partnership provides real opportunities to improve people's whole outlook.

You will be well supported by a line manager and have regular access to a health coaching supervisor and a health coach mentor.

Formal individual and group coaching supervision will be provided by a suitably qualified or experienced health coaching supervisor. A PCN's core network practices must identify a first point of contact for each health and wellbeing coach for general advice and support and (if different) a GP to provide supervision. This could be provided by one or more named individuals within the PCN. A PCN will ensure that health and wellbeing coaches can discuss patient-related concerns and be supported to follow appropriate safeguarding procedures – for example, those relating to abuse, domestic violence and mental health – with a relevant GP.



“I cannot tell you how much it makes me smile when I hear someone I am working with tell me that they have started to see a difference. It feels like such a privilege to be permitted access into a person's life and its challenges and then to work alongside them to bring about a positive change. The lift is utterly infectious, no matter how big or small the change may be, and it is often the start of someone beginning to be able to see their worth and ability, when perhaps it has been lost for some time before.”

E.B.

Ways of working

Your role is to help people gain more choice and control over their own health and care. To do this, you will need to take a 'what matters to me' approach.

'What matters to me' approach

As a health and wellbeing coach, you will help people to focus on what matters to them, giving them time to tell their stories. By building rapport with people, and providing non-judgmental support, you will help them to identify what is important to them, and what.

To be effective in this approach, you will need to:

- Listen actively and show you understand what matters most to the person
- Provide non-judgmental support
- Reflect to people what you understand they have said, checking understanding
- Put what matters most to the person at the heart of every conversation
- Be warm and friendly
- Treat each person with dignity and respect
- Where a person is not happy with their support, enable them to make a complaint

By taking this approach, you want each person to be able to say:

- I am listened to and understood, and 'what matters to me' is central to all our work together
- I am respected and treated with dignity as an individual
- My human rights are protected, and I do not experience discrimination
- I experience warm, compassionate, personalised care and support
- If I raise a concern or make a complaint, it is acted on quickly

"No two days, no two calls are the same. I feel incredibly lucky to be working as a coach with such diverse clients. Each call teaches me something new and I find it incredible the power that we provide a client, as they feel listened to and know that someone will be rooting for them with their goals, big or small. Empowering people to work towards and to continue progressing with goals is very rewarding work, and always spurs me on to work on my own goals too."

M.G.



How will you know if you're making a difference?

We know you will make a difference to people's lives, but we need to be able to measure the impact that you have. This is important so that we can build strong evidence for the benefits of health and wellbeing coaches, and so that we plan properly for the future.

Measuring health and wellbeing

You will need to measure the effect that your work has on people's health and wellbeing. If you are part of an existing scheme, you may already have a system for doing this, and you can continue to use that. If not, speak to your PCN and find out what they use. You will need to work with your colleagues to develop ways of recording this information securely, and in a way that can be shared further down the line.

Activity linked to health and wellbeing coaching should be recorded using the following **SNOMED code:148471000000103 Seen by health and wellbeing coach (finding)**.

Measuring impact on the health and care system

As part of the PCN, you will have access to their IT system. Processes should be in place to use this system so that you can record your activity with people on their medical records. If this is not the case, speak to your line manager or supervisor about how you will work to record referrals and outcomes for those referred. An important part of your role will be to encourage staff who refer people to you within the PCN to use the national health and wellbeing coach SNOMED code (above) that has been introduced.

How we'll support you

Your health coaching supervisor

Your PCN will ensure you have access to four-day health coaching training, including access to a health coaching supervisor to provide direct health coaching supervision for your work. Health coaching supervision and ongoing peer support are required for all health and wellbeing coaches and are separate and different from clinical and caseload supervision and one-to-one line management.

You will work with and be supported by an experienced Personalised Care Institute (PCI)-assured health coach supervisor who will work with you on a one-to-one or group basis to work through your caseload activity to gain insight, support and direction on work you identify to enhance your skills and practice in a safe and non-judgmental environment.

Access to 'clinical' or non-managerial supervision

As well as the ongoing support you will receive from the health coaching supervisor, you should have regular access to clinical or non-managerial supervision with both your GP and other relevant health professionals within the PCN. This 'clinical' or non-managerial supervision will help you to manage the emotional impact of your work and be guided by clinicians on dealing effectively with patient risk factors.

Learning, developmental and peer support

NHS England has developed learning and support for health and wellbeing coaches – including regular webinars, an online learning programme, regional training workshops and informal peer support – as part of a regional supported self-management offer.

To access this learning and become part of the online learning community, or for further information, please email england.supportedselfmanagement@nhs.net and tell us that you're a health and wellbeing coach, which PCN you're part of and your contact details.

Supported self-management mentors

The supported self-management mentors will support health and wellbeing coaches and will take part in regular online learning sessions with health and wellbeing coaches and the national SSM team. The mentors will lead sessions on SSM and work with the national team to support the development of a community of practice through the health and wellbeing coach online collaborative, to continue to develop a high-quality support offer.

The mentors are experienced in SSM, including health coaching, and have a wealth of experience to draw upon from their work across the health and care system in a variety of roles with the health, care and Voluntary, Community and Social Enterprise (VCSE) community.

Online health and wellbeing coach learning

The online PCI learning programme will offer a standardised training package for PCN health and wellbeing coaches. It will include the core elements and skills required to do the job and to deliver health coaching as part of a PCN's multidisciplinary team. Health and wellbeing coaches will receive four days of health coaching training and ongoing supervision from a PCI-assured training provider through their employer. Funding for PCNs to commission this training and supervision has been made available.

See [Annex 1](#) for a list of the core skills and competencies (as set out in the health coaching implementation and quality guide) required following the four days' health and wellbeing coach training.

Online collaboration

NHS England and NHS Improvement have set up an online community of people involved in SSM and health and wellbeing coaching. We call this our 'collaborative platform'. You will be encouraged to join it so that you can participate in forums with other health and wellbeing coaches and people who work in SSM, to share best practice and access resources provided by the national team.

To join the online collaborative platform, please email england.supportedselfmanagement@nhs.net

National health and wellbeing coach 'share and learn' sessions

There are monthly share and learn sessions for health and wellbeing coaches focusing on relevant topics, which are co-chaired by the national team and the health and wellbeing coach mentors. These sessions add to what you already know about SSM and health coaching, illustrating how you can embed personalised care within your PCN through building a community of people who are as passionate as you are about improving people's knowledge, confidence and skills to take more control of their health and wellbeing.

For session details, join the online collaboration platform by emailing england.supportedselfmanagement@nhs.net

National health and wellbeing support to help HWB coaches manage their own health while looking after others



A range of resources to help support your own health and wellbeing is available on the NHS People website at <https://people.nhs.uk>

A number of short guides provide help with skills and new ways to improve your experience of work.

There is specific coaching support for people working in primary care

www.england.nhs.uk/supporting-our-nhs-people/wellbeing-support-options/looking-after-you-too/

Confidential support is also available by phone on **0800 06 96 222** (7am-11pm) for any general support, or **0300 303 4434** (8am-8pm) for bereavement-specific support.

For support by text message, **text 'FRONTLINE'** to **85258** (available 24 hours a day, seven days a week).

Annex 1

- Minimum standards for four-day health coaching training from PCI-assured provider

Minimum skill set a person should have on completing health coaching skills training

Core skills and competencies:

- Active and empathic listening
- Effective questioning
- Building trust and rapport
- Providing supportive challenge
- Shared agenda setting
- Collaborative goal setting
- Shared follow-up planning
- Using simple health-literate communication techniques such as teach-back
- Structuring conversations using a coaching approach
- Understanding the health coaching approach and mindset
- Understanding when health coaching is an effective approach, and its limitations
- Selecting and applying a range of health coaching models, conversation frames and techniques
- Detailed knowledge of the core concepts and principles of personalisation, patient activation, health behaviour change, self-efficacy, intrinsic motivation and assets-based approaches
- Detailed understanding of self-management support and associated techniques
- Advanced skills development incorporating practice, reflection and planning for the application of learning to practice

Specific skills and competencies required for ongoing health coaching:

- Creating and maintaining a safe and positive relationship
- Setting and maintaining appropriate boundaries
- Structuring programmatic and sessional goals
- Managing and making effective use of time
- Managing resistance to change and ambivalence
- Being responsive and sensitive to the needs and beliefs of the client
- Appropriate use of problem solving, and goal follow-up across sessions to maintain and increase activation
- Monitoring and collecting outcome measures
- Understanding how to apply health coaching in group settings

Minimum length of training needed to develop the skills

An accredited health coaching skills programme (minimum four days) incorporating individual assessment of health coaching skills and documented practice hours (as specified by the accrediting body), plus opportunities for reflection and follow-up activities, is recommended.

Delivery method

Core skills and competencies:

- The following recommendations should be considered:
- Coordination with local managers to ensure the service will meet local needs and align with the rest of the system
- Face-to-face group workshops
- Experiential learning (learning by reflecting on past experiences with health coaching) with a focus on skills practice
- Evidence of reflective learning between sessions
- Individual skills assessment
- Preparation and review sessions delivered online can work, but need to be accessible

Follow-up and ongoing development

Some of the following mechanisms should be considered:

- Refresher sessions
- Buddying with peers
- One-to-one support from a practitioner with more health coaching experience
- Action learning sets
- E-learning to revisit or deepen training

Supervision

Supervision of health coaching service provision is essential and should be evidenced and undertaken regularly. Individual and group supervision (to share learning) is recommended.

Annex 2

- Evidence

Much of the existing evidence on the effectiveness of health coaching comes from studies undertaken overseas. There is compelling meta-analytic evidence which demonstrates that health coaching services have a positive impact on the outcomes for patients with chronic diseases such as diabetes, hypertension, obesity and heart disease.⁹ As well as having a positive effect on patient health and wellbeing, health coaching has also been found to reduce the demand on healthcare services. For example, a large-scale randomised controlled trial conducted in Sweden demonstrated that the implementation of health coaching reduced hospitalisation rates by 12%.¹⁰

While much of the research has been conducted overseas, the UK evidence base on the effectiveness of health coaching has been growing. Although they have typically been on a smaller scale, the UK studies provide a foundation of evidence to support the adoption of the innovation. To date, there have been three previous outcome evaluations of health coaching in the UK. The first found improvements in patient self-efficacy in a small-scale pilot in Suffolk.¹¹ The second explored organisational case studies as part of a large-scale pilot across the East of England region. It found that clinicians were still using the approach up to a year after their training and that they perceived reduced demands and patients responding well to the approach.¹² The third was an outcome evaluation of a small-scale application on a rehabilitation ward in Hampshire; an accompanying economic evaluation estimated an indicative cost saving of £3 million.¹³ A rapid review commissioned by Health Education East of England¹⁴ led to health coaching being selected as one of five national priorities in NHS England's 'Realising the Value' programme to deliver on Five Year Forward View.

Health coaching is associated with high practitioner and patient satisfaction, increased patient motivation to self-manage and adopt healthy behaviours, reduction of waste, improved outcomes and positive impact on the culture of services and health inequalities.

Recorded outcomes include:

- Increases patient motivation to self-manage and adopt healthy behaviours
- Increases adherence to medication
- Improves self-efficacy and patient activation
- Works best for those most in need
- Can impact on outcomes such as HbA1c
- Can reduce waste – for example, a reduction of 20–40% in readmissions, the need for residential home placements after rehab and physio follow-up appointments.

9 Sforzo, G., Kaye, M., Todorova, I., et al., 2017. Compendium of the health and wellness coaching literature. *American Journal of Lifestyle Medicine*, 12(6), pp.436-447.

10 Edgren, G., Anderson, J., Dolk, A., et al., 2016. A case management intervention targeted to reduce healthcare consumption for frequent Emergency Department visitors. *European Journal of Emergency Medicine*, 23(5), pp.344-350.

11 Thomas, W., 2011. Primary care health coaching evaluation report: executive summary. University College Suffolk.

12 Carter, A., Tamkin, P. and Wilson, S., 2015. The Case for Health Coaching. Lessons learned from implementing a training and development intervention for clinicians across the East of England. Brighton: Institute for Employment Studies.

13 Kibble, S., Gray, D., Prat-Sala, M., et al., 2014. Recovery coaching in an acute older people rehabilitation ward. *BMJ Quality Improvement Reports*, 3(1), pp.u205646.w2316.

14 Newman, P. and McDowell, A., 2016. Health changing conversations: clinicians' experience of health coaching in the East of England. *Future Hospital Journal*, 3(2), pp.147-151.

These outcomes are achieved through health coaching because informed, empowered patients have the knowledge, skills and confidence to manage their own health. They make healthier lifestyle choices and personally relevant decisions, adhere to treatment regimens, and experience fewer adverse events. Patients who possess the skills, confidence and knowledge to manage their own health use services more effectively, resulting in [cost savings of 8–21%](#).¹⁵

Health coaching skills training provides clinicians and non-clinicians an opportunity to acquire the necessary [interpersonal skills](#) to share responsibility with patients or service users and empower them to self-care and change behaviours.¹⁶

What ‘good’ health coaching looks like may be described differently depending on your perspective and which type of health coaching is being referred to. People working within the system tend to think of health coaching as involving a similar skill set, whoever is leading the coaching conversation. However, from the perspective of the person being coached, there is an expectation that in a specialist health coaching service context there would be a higher standard of training and expertise in health coaching and supporting behaviour change. They would not expect the same level of expertise from someone trained in using health coaching as part of their usual role.

Good evidence-based health coaching can be recognised within a health and care system when there is:

- A clear articulation and evidence of the role of health coaching in the system
- Health coaching linked to the vision, values and strategy of the organisations and system
- A commitment by all parties to promote health coaching
- Evaluation, data collection and measured outcomes, including those relating to wider determinants of health – for example, housing, employment
- Adequate resources, infrastructure, time and space allocated to the delivery process and practitioners delivering health coaching
- A system that includes health coaching in its variety of forms – for example, as an approach and a service
- Activity linked to a bigger national picture and the comprehensive model for personalised care
- Practitioner and leader support, and sufficient time given to specifically develop, undertake or evaluate health coaching and develop new roles
- Consideration given by system leaders to the comprehensive model for personalised care, including how health coaching and behaviour change in supported self-management can augment other components

15 Hibbard, J. and Gilbert, H., 2014. Supporting people to manage their health: an introduction to patient activation. London: The King’s Fund. http://www.kingsfund.org.uk/sites/files/kf/field/field_publication_file/supporting-people-manage-health-patient-activation-may14.pdf

16 Wolever, R., Simmons, L., Sforzo, G., et al., 2013. A systematic review of the literature on health and wellness coaching: defining a key behavioral intervention in healthcare. *Global Advances in Health and Medicine*, 2(4), pp.38-57.

Annex 3

- additional resources

Better Conversation

'Better Conversation' resources for clinicians and health and care leaders, including video, infographics and a resource guide which contains case studies, evidence and tips on how to introduce a health coaching approach to improve the quality of conversation and help patients change behaviour.

www.betterconversation.co.uk

- Better Conversation: tools for action
www.betterconversation.co.uk/images/Action_Booklet.pdf
- Better Conversation: a guide to health coaching
www.betterconversation.co.uk/images/A_Better_Conversation_Resource_Guide.pdf

Institute of Employment Studies evaluations

The Case for Health Coaching: Lessons learned from implementing a training and development intervention for clinicians across the East of England

www.employment-studies.co.uk/sites/default/files/resources/summarypdfs/heee0715a.pdf

- Recommendations for an economic evaluation of health coaching
www.employment-studies.co.uk/system/files/resources/files/520_0.pdf
- Health Coaching: Innovation and Adoption. Stories of impact from NHS organisations
www.employment-studies.co.uk/resource/health-coaching-innovation-and-adoption

NHS England resources

- NHS Long Term Plan (2019) www.longtermplan.nhs.uk/wp-content/uploads/2019/08/nhs-long-term-plan-version-1.2.pdf
- Personalised Care, including the comprehensive model of personalised care and Universal Personalised Care
www.england.nhs.uk/personalisedcare
- Social prescribing and community-based support: summary guide
www.england.nhs.uk/publication/social-prescribing-and-community-based-support-summary-guide/
- Shared decision making: summary guide
www.england.nhs.uk/publication/shared-decision-making-summary-guide
- Supported self-management: summary guide
www.england.nhs.uk/publication/supported-self-management-summary-guide

Personalised Care Institute (PCI)

A virtual organisation accountable for setting the standards for evidence-based training in personalised care in England, the PCI provides a hub for all health and care staff to access personalised care training and development.

www.personalisedcareinstitute.org.uk

(All enquiries can be made through info@personalisedcareinstitute.org.uk)

Useful e-learning

- Interactive learning package to support the person-centred approaches framework www.e-lfh.org.uk/programmes/person-centred-approaches
- Information standard - making information accessible www.e-lfh.org.uk/programmes/the-information-standard
- Introduction to increasing physical activity www.e-lfh.org.uk/programmes/physical-activity-and-health
- Range of resources on shared decision making www.e-lfh.org.uk/programmes/shared-decision-making
- Introduction to personal health budgets www.e-lfh.org.uk/programmes/personal-health-budgets

Professional bodies

- International Coach Federation (ICF) <https://coachfederation.org>
- European Mentoring Coaching Council (EMCC) www.emccouncil.org
- Association of Coaching (AoC) www.associationforcoaching.com
- UK Health Coaches Association www.ukhealthcoaches.com