

Education Training Strategy Action Plan 2010/11

Action	Lead Officer	Timescale	Progress
<p>Action 1 - Review the induction programmes provided, to ensure the format to best meet the needs of different staff groups across the organisation.</p> <p>From the consultation any review should include elements such as patient safety, health inequalities, literacy/numeracy, communication and a cost benefits analysis.</p> <p>Regular evaluation from participants and the organisation should inform future content.</p>	Janice Torbet	Within financial year 2010/11	<p>Learning & Development have collated evaluations from courses to monitor appropriate level of content of programmes.</p> <p>NHS Tayside's Induction policy has been reviewed and is currently out for consultation. The collation of the valuations from the courses provides an opportunity to monitor and obtain feedback re content of programmes. In line with the Health Care Support Workers Regulations the induction processes will reflect the requirements.</p>
<p>Action 2 - Develop a workplace orientation manual template to ensure a corporate approach to orientation across NHS Tayside, whilst still providing individual department/sector information.</p> <p>Staff requested the development of a Corporate Workplace Induction Manual for use across NHS Tayside</p>	Janice Torbet	Within financial year 2010/11	<p>Work has commenced on enhancing current corporate induction information package. These packages are available via NHS Tayside learning site on Staffnet.</p>
<p>Action 3 - Review Mandatory Training within NHS Tayside to take account of comments from staff to ensure that current training best meets the quality and safety needs of staff.</p>	Janice Torbet	Within financial year 2010/11	<p>Mandatory training requirements are currently aligned to adhere to organisational policy implementation. KSF is mandatory and the 6 core dimensions reflect the training needs of staff under Agenda for Change in relation to their specific job role.</p>

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<p>Action 4 - Initial guidance requires Boards to develop a project plan for the implementation of Healthcare Support Workers Induction Standards, Code of Conduct and Code of Practice to meet Scottish Government targets, to include;</p> <ul style="list-style-type: none"> • The identification of a lead officer • Establish a Co-ordinator post which crosses all disciplines clinical and non-clinical to ensure a standard/corporate implementation • Assess the level of resource required to implement to standard • Establish a dataset of the staff the standard applies to • Establish an auditable recording system • Describe articulation with organisational induction standards • Assessment of the required Work Place Supervisor (WPS) training required, and how the WPS assessment framework will be implemented • Describe how the Code of Conduct will be implemented and monitored 	Alex Killick	Dec 2010	<p>Debbie Donald - Lead Action Officer</p> <p>Action Plan agreed through Working Group, work will be progressed In 2 Stages to meet SG requirements – on target</p> <p>Stage 1 – Implementation of Mandatory Standards for new starts – December 2010</p> <p>Stage 2 – Implementation of Code of Conduct for internal appointments and substantive HCSW's – August 2011</p>
<p>Action 5 - Develop an Education and Training database aligned to e-KSF which will provide the organisation with an auditable pathway to record what has been funded to align financial investment with organisational priorities to enable an assessment of organisational benefit.</p> <p>This would also be used to provide reports, inform future investment and monitor patterns of development across the organisation.</p>	Janice Torbet	Within financial year 2010/11	<p>NHS Tayside database was developed in 2007. Now have 16,473 registered users. The eKSF system will be utilised by 80% of staff by March 2011.</p>

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<p>Action 6 - As an organisation ensure the Employability skills are embedded into in-house programmes, and work with our education partners to support both the UK Commission and Scottish Funding Council definitions.</p> <p>3 functional employability skills;</p> <p>Using numbers effectively Using language effectively Using IT effectively (basic computer systems, using telephones and other technology to communicate)</p>	Debbie Donald	Within financial year 2010/11	<p>Healthcare Academy Team, working to test embedding employability skills into internal & external educational development.</p> <p>All Healthcare Academy programmes have employability embedded into the curricula, and exploring ways to support literacy and numeracy development as part of the teams objectives.</p> <p>Employability skills to be described in organisational Job Descriptions.</p> <p>Education Project Officer working to scope the development of core communication skills across all staff groups, linked to Action 7.</p> <p>Exploratory work needs to be undertaken as part future Workforce Development objectives to understand the need for Employability skill training within our existing workforce.</p>
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<p>Action 7 - Identify a common set of core skills, knowledge and attitudes which all staff can attain to best meet the needs of patients and service. These should be aligned to the KSF and PDP's.</p> <p>These skills include: Communication Positive Behaviours Infection Control Nutrition, including assistance with feeding Hygiene</p> <p>This is linked to Action 6 and should include take account of the Safety and Governance Agenda</p>	<p>Debbie Donald</p>	<p>Within financial year 2010/11</p>	<p>Core skills to be described as part of operational 6 Step Workforce Plans. These may vary subtly across different departments, but there are primary skills which cross all staff groups.</p> <p>Priority given to communication skills, because this continues to be the reason behind a high number of organisational complaints.</p> <p>Via a Survey Monkey questionnaire scope available communication skills in-house training across all sectors of the organisation. Completed questionnaires will be returned and analysed by end Nov 2010. A priority needs analysis will be developed from questionnaire evaluation.</p> <p>Work has commenced with FE and HEIs to ensure appropriate communication skills are delivered as part of curricula.</p> <p>Project Officer participating in Dundee University pre-registration nursing curriculum development for 2011 course.</p> <p>Scoping work being undertaken to assess the potential of the competency based work developed by Skills for Health.</p> <p>Project Officer working in partnership with AHP Education Lead to support the development of core AHP skill requirements (Links with Action 8)</p> <p>Healthcare Academy build these listed core skills into their curricula.</p> <p>Health Care Academy Team are working with partners across the public sector to provide SVQ 2 Business and Administration opportunities matched to organisational need.</p>
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<p>Action 8 - Research and consult across the workforce on the best way to capitalise on the available skills within NHS Tayside to support the sharing of knowledge and learning.</p>	<p>Debbie Donald</p>	<p>Within financial year 2010/11</p>	<p>Project Officer contributing to the NES national events to develop A Knowledge Management Strategy and Action Plan for Better Health and Better Care in Scotland. National work will be completed by Spring 2011 ready for local Board implementation.</p> <p>Project Officer to establish multi-professional forum to share knowledge and learning re workforce development/education – end Jan 2011. This work will align to the outputs of 6 Step Workforce Planning to best meet the educational needs of the organisation</p> <p>This work is key to supporting financial efficiencies to enable the organisation to maximise the potential of available talent and expertise within the organisation through shared learning.</p>
<p>Action 9 - Using the 6 Step Planning tool, Training and Education requirements of developments and strategies should be described as part of the Workforce Implications Section of Board and Committee papers.</p> <p>The 6 Step Planning Tool can be accessed as part of the NHS Scotland Workforce Planning Resource Pack available at</p> <p>www.workforceplanning.scot.nhs.uk or</p> <p>www.healthcareworkforce.scot.nhs.uk</p>	<p>Debbie Donald</p>	<p>July 2010</p> <p>Extended due to demand</p>	<p>From February 2010 Associate Director delivers regular 6 Step training workshops across the organisation this has continued, as demand requires.</p> <p>The 6 Step Planning Methodology has now been adopted across NHS Tayside as the core Workforce Planning Tool. The Nursing & Midwifery Planning tools contribute to Step 3.</p> <p>Workforce Planning now an inherent part of service and financial planning. 6 Step Planning forms part of Steps to Better Healthcare and Financial Efficiencies.</p>

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<p>Action 10 - Core Competencies matched to patient data to promote workforce flexibility.</p> <p>A consistent theme from the 2008/09 and 2009/10 Workforce Plan was the need to build generalist skills within the workforce. Generalist skills should be based on anticipated patient profiles and disease prevalence.</p> <p>Population information should inform organisational training and education priorities should align to KSF and PDP training need.</p>	<p>Debbie Donald</p>	<p>Within financial year 2010/11</p>	<p>Project Officer reviewing service and population /patient profiles on an ongoing basis to determine priorities: -</p> <p>Dementia/Complex Care – Work with Nurse Consultant for Dementia to</p> <ul style="list-style-type: none"> • Scope available in-house dementia/complex care training, completed • Develop in-house training programmes to meet service need and patient profile, in draft format with completion early 2011 • Where possible ensure that training is multi-professional • Work with HEIs to embed Dementia/Complex care in modules/programmes, ongoing <p>Clinical Skills Work with Jean Kerr to</p> <ul style="list-style-type: none"> • Ensure the whole workforce is equipped with appropriate clinical skills • Recommend options for delivery of multi-professional clinical skills training • Review mechanisms to quality assure clinical skills training/ education • Review processes and make recommendations on how to maintain competence in clinical skill <p>Work with Clinical Educators and Clinical Skills Forum to</p> <ul style="list-style-type: none"> • Ensure that available clinical skills packs are fit for purpose • Identify core clinical skills packs • Review content of clinical skills packs • Ensure robust quality assurance process for sign off on completion of clinical skills packs • Develop self assessment proforma
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<p>Action 10 Continued</p>			<p>Shifting the Balance of Care Work commenced in CHPs to ensure that community staff have appropriate skills at all levels including: - Leadership, Management, Promoting Anticipatory & Self Care, Long term Conditions, Child Protection, Communication, Teaching, Health Promotion and Complex Needs. To support above work commenced to</p> <ul style="list-style-type: none"> • Develop the Community Staff Nurse module (Dundee Uni) • Explore the possibility of developing a local SPQ Public Health Nursing and Community Nursing in the Home (Abertay Uni) • Scope the educational requirements of Health Care Support Workers <p>Critical Care/High Dependency Workforce Work taken forward following meetings with senior nurses in above areas to ensure that workforce have specific competencies for context of working environment. This includes</p> <ul style="list-style-type: none"> • Discussions with NES & NHS Lothian re. Tayside use of e.learning Critical Care Competencies • Discussions with IT department to support transfer of above competencies to our systems – not possible at the moment but will be if purchase goes ahead of Learning Management System • Offer made to Carrie Marr to participate in determining functionality of any potential Learning Management System • With Dundee University develop a new flexible module to meet area/service demands. A group to be convened, including inviting reps from NHS Fife and multi – professional staff early 2011. <p>Assistant Practitioner project and Healthcare Academy Foundation programmes respond to population demographics to ensure the establishment of needs based educational development.</p>
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Action 10 Continued			Health Care Academy continues to work with the Estates Department and Skills Development Scotland to facilitate the ongoing recruitment of young people to the Modern Apprenticeship Scheme. An intake of 2 in 2010 increases the number of apprentices to 26 across NHS Tayside.
<p>Action 11 - Align the organisational and population priorities with the current objectives of the Learning and Development Department to best meet the identified population/service and workforce training needs.</p> <p>This will also enable the organisation to meet the vision of A Force for Improvement (SGHD) 2009 which outlines the need for NHS organisations to describe the different skills the organisation needs to deliver on its service priorities.</p> <p>Learning and Development department to produce an annual report of activity, aligned to organisation need.</p>	Janice Torbet	Within financial year 2010/11	<p>The clinical priorities that were identified within the Workforce plan / Education & Training strategy are now aligned to the main work streams for the Learning & Development team. Driver diagrams are being produced to provide robust measurements against activity and outcomes for all these Education and Training priorities.</p> <p>As per annual governance reporting mechanisms a comprehensive report under the Staff Governance standard "all staff are appropriately trained" was presented to the Staff Governance Committee in October 2010.</p>
<p>Action 12 - In considering Education or Training programmes ensure that the accessibility has been accounted for. Consider the location of the workforce requiring training and account for issues of access both in terms of geography and medium.</p> <p>Effective internal co-ordinated marketing of all training and education available throughout the year may help in raising awareness of what is available throughout the organisation.</p> <p>Staffnet or Spectra could provide a focus for the marketing.</p>	Janice Torbet	Within financial year 2010/11	<p>Accessibility of Education and Training programmes are considered when planning and delivering programmes to reflect the geographical locations of our staff. Increasingly E-Learning programmes are being made available and through close working with our IT training colleagues, these opportunities continue to be enhanced.</p> <p>NHS Tayside's Lifelong Learning Partnership provides a strong vehicle to raise awareness of learning opportunities available across the organisation.</p>

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<p>Action 13 - Establish a departmental training plan template and annual reporting system. These plans should be used to inform the annual education and training priorities.</p> <p>These departmental Education and Training Plans should be aligned to the departmental Workforce Trees to assess the Scottish Credit Qualification Framework level of learning required.</p> <p>The vision is that completed departmental plans will be summarised in the annual Workforce Plan.</p>	Debbie Donald	Within financial year 2010/11	<p>The Six Steps Workforce Planning methodology provides the corporate framework to describe workforce education needs. Workforce Plan outputs will be aggregated to create a strategic over view of education & training needs</p>
<p>Action 14 - Review the current application and decision making process for accessing Endowment Education and Training Funds. A paper is to be presented to the Area Partnership Forum.</p>	Alex Killick		Established Nov 09