



# Learning & Development Strategy

2019-2020



*Seeing the individual within, embracing difference*



CHESWOLD PARK  
HOSPITAL

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# Introduction

This short term strategy will cover a period of positive change at Cheswold Park and accordingly will be reviewed every six months to ensure it is meeting the needs of the workforce to respond to each service change.

Our Training and Development offering will reflect our mission, our key objectives and our core values as set out below.

## Our Mission

To do good for others

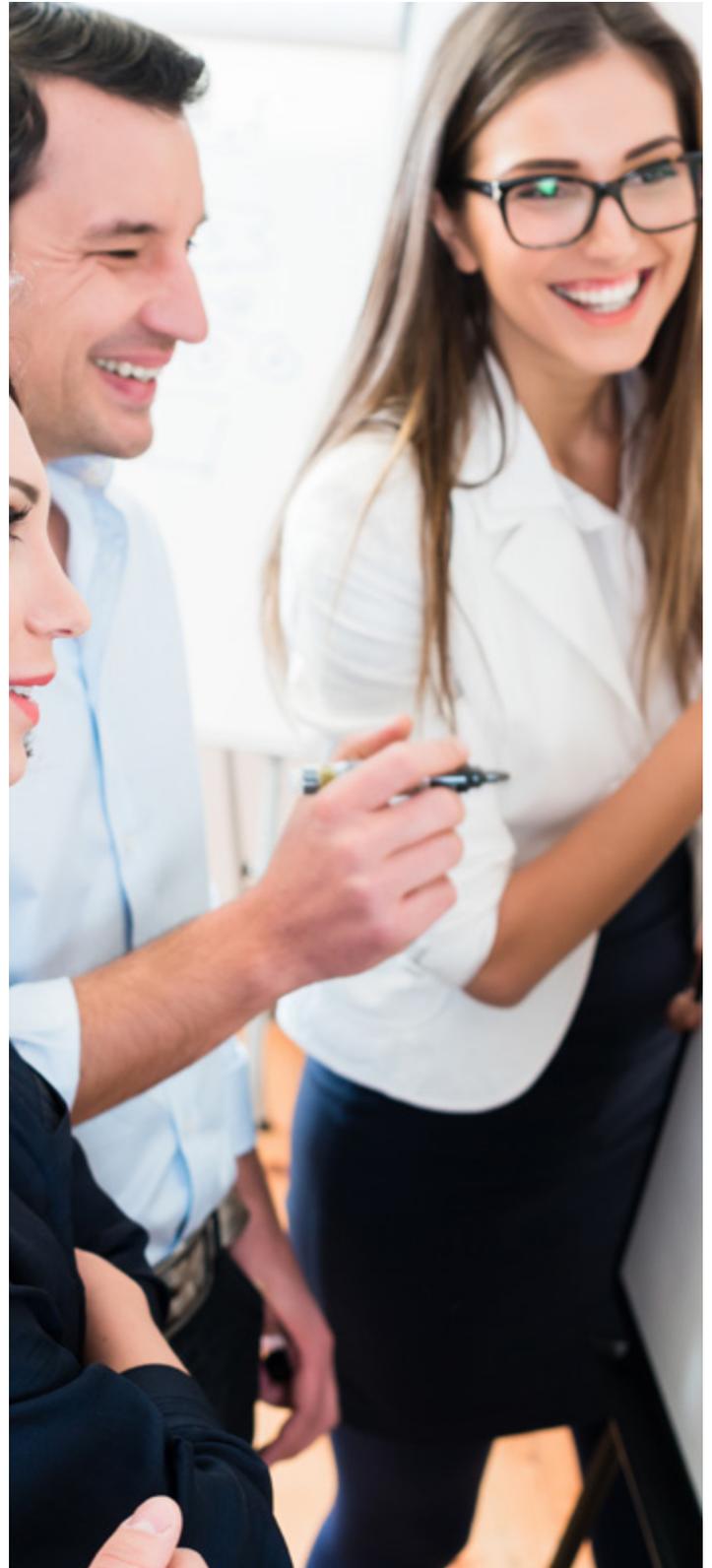
## Our Key Objectives

- To care for & champion the need of the people who use our services
- To support, develop & celebrate the staff who serve them

## Our Core Values

- People & Families
- Mind & Body
- Care & Compassion
- Dignity & Respect
- Honesty & Transparency

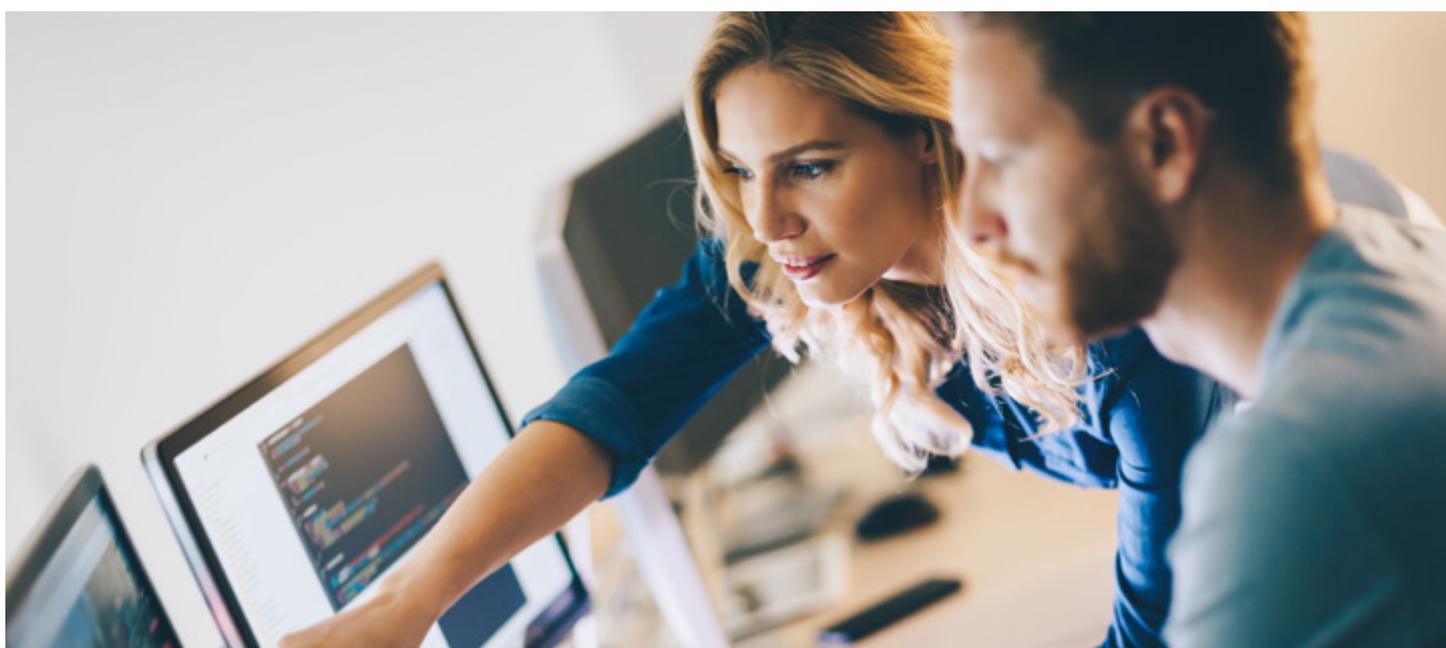
The strategy is not just for staff but also sets out our intentions to support patients and families to learn, therefore this strategy interfaces with those concerned with the Recovery College and Education Department. We believe it is the right direction of travel in that, as well as making education and learning accessible for patients and families, we are harnessing their lived experience.



# Overall Aims

The overall aims of this strategy are:

- To fully realise our organisational values and utilise the power of learning and development as a key enabler to ensure they are visible in the character of our workforce.
- To support the aims and objectives of our Quality Strategy and ensure that activities that promote high quality, person centred, safe and effective care are central.
- To enable the delivery of our clinical care with a workforce that is confident and competent to achieve the agreed outcomes for patients.
- To acknowledge and facilitate the learning needs of patients and families and the expertise they can contribute to the education and development of our workforce.
- To create an outstanding learning environment for all our employees to enable them to provide excellent service and to be celebrated and rewarded for doing so.
- To have strong career pathways and support the implementation of a Knowledge and Skills Framework (KSF) with individual Training Profiles (TP) for every role.
- To support recruitment and retention and attract high calibre individuals to work in our teams.
- To promote excellence in leadership and team working at all levels.



# Assessment Methods

This Training & Development Strategy utilises a variety of delivery and assessment methods for the training and development of its employees which are outlined below:

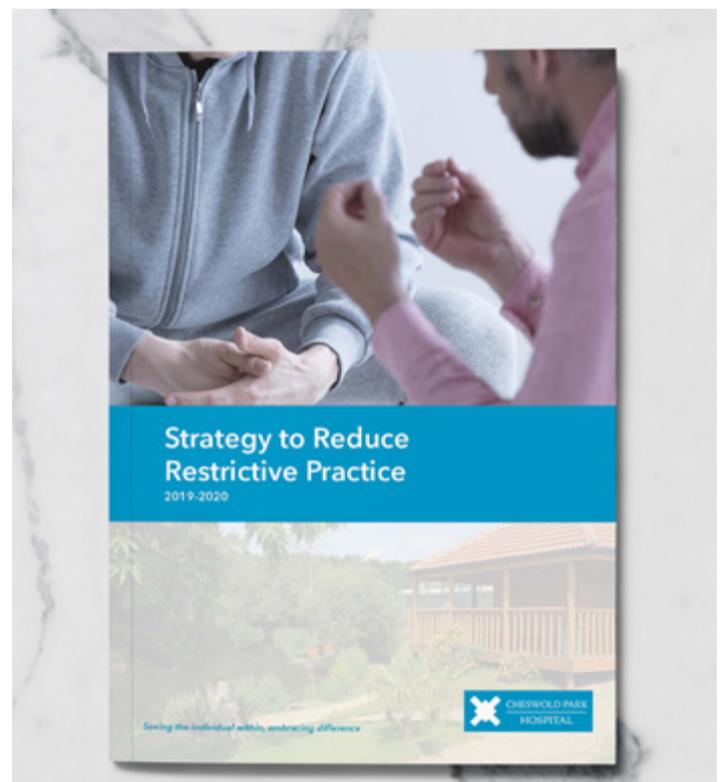
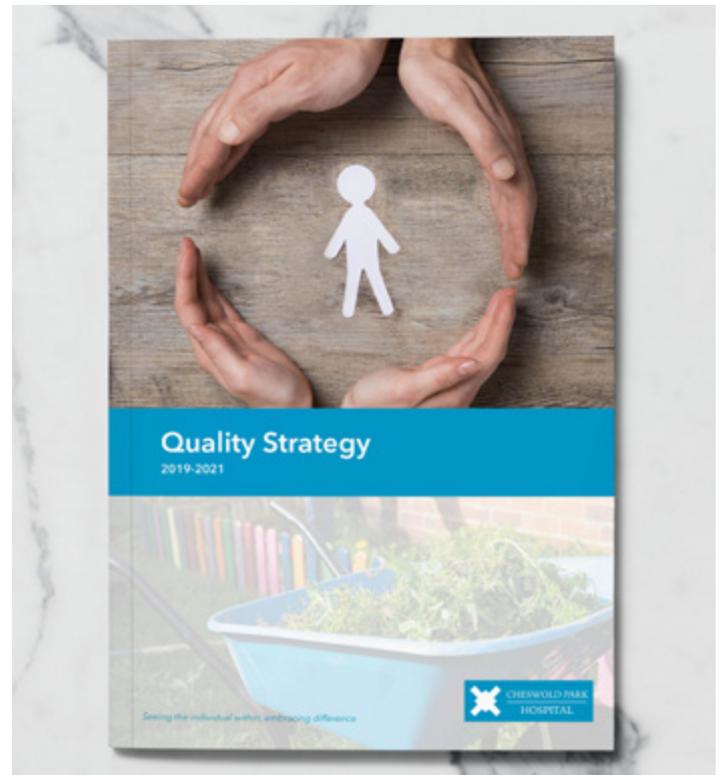
- **Online/e-learning:** This method enables us to share knowledge and information in a flexible way and is used for Qualifications Credit Framework (QCF) e-portfolios, a number of essential training subjects and for university programmes at registration and post registration levels.
- **Modelling and Coaching:** Learning ‘on the job’ from people who are advanced practitioners allows for instant feedback and appraisal and it is a central component of vocational training.
- **Webinars:** Using web conferencing technologies we can deliver a range of tutorials and lectures on a variety of subjects.
- **Face to Face:** For some topics, especially clinical, complex or challenging subjects we need to encourage group discussions and sharing of experience and information, as well as for our trainers to be able to assess the needs and levels of understanding that an individual has.
- **Workbooks:** Workbooks are available to complement other modes of learning in particular work based learning, sharing of best practice and development of staff by their supervisors.
- **Blended Learning:** A blend can often impart greater amounts of information than face to face alone but still ensures the essential interaction required for the subjects.
- **Communities of Practice:** We are keen to harness and grow the expertise in our organisation and accordingly we facilitate communities of practice with the specific goal of gaining and sharing specialist knowledge.
- **Competency Assessments:** There are certain subjects where a blend of learning has taken place but we need to be absolutely sure our staff have understood and can achieve the required standard for example, medication competency assessments for nurses.



# Quality Strategy

At Cheswold park we take seriously our mission “to do good” and our workforce must reflect what we believe & strive for.

This strategy is a vital partner to our Quality Strategy & other key documents such as our Reducing Restrictive Practice Strategy.



# New Staff Induction and Acquiring Initial Competencies

At Cheswold Park we are committed to ensuring that new starters are properly supported and introduced to their role and the organisation.

We know when you are new it can feel like an alien environment especially if you haven't worked in secure hospitals before or you are completely new to the healthcare environment.

We will do this by:

- Developing Training Profiles (TP's) for all existing and new roles.
- Ensuring every new member of staff has a 'New Starter Mentor' allocated before the end of their hospital induction week and newly qualified nurses have a Preceptorship Mentor.
- Delivering a five day corporate induction programme for all new starters.
- Introducing a new local induction checklist with core and specific content depending on the ward or departmental requirement with a 12 week standard for delivery.
- Providing a development day for New Starter Mentors who will be from all departments and wards and central in ensuring employees have a good ward / department induction and feel "looked after".
- A commitment to achieve Preceptorship standards for newly qualified nurses.
- Development of a suite of learning materials to promote high standards in physical and mental healthcare.



# Statutory and Mandatory Training

At Cheswold Park we are serious about our obligation to ensure that our staff undertake the required training expected for their role and responsibilities. Central to this strategy is our programme to deliver training that is statutory or mandatory for our workforce.

Statutory training comprises of topics that Cheswold Park has a legal responsibility to provide and are underpinned by specific reference to statute e.g. Health & Safety at Work Act 1974.

Mandatory training comprises of topics identified as essential for certain staff. These topics derive from regulatory standards, guidance from the Department of Health, NICE or best practice or from standards in policies & procedures for Cheswold Park.

We will provide opportunity for all staff to undertake the required mandatory and statutory training and we will:

- Produce a publication each year of the Learning & Development Plan detailing the statutory & mandatory training, frequency and mode of delivery including blended learning opportunities.
- Protected time to undertake training in statutory and mandatory training topics.
- Monitoring of compliance through our workforce committee to enable early identification of training needs and changes in regulation.



# Essential Training

Essential training, often aimed at specific staff groups, reflects the requirements of Cheswold Park policies and is based on the achievement of our mission, values and objectives.

In the next 18 months we will be prioritising our essential training to ensure delivery of our Quality Strategy

## Our core Training Strategy for the next 18 months will include:

- Training for the use of the Health Equality Framework (HEF) - a one day workshop for selected staff.
- Training for the use of the Outcomes Stars and other outcome tools e.g. HoNOS - a one day workshop for all clinical, nursing and care staff.
- Specialist training in a range of specific assessment tools as required e.g. HCR-20 - frequency and target audience to be informed by service requirements.
- Awareness training for specialist needs and conditions - a series of workshops to increase knowledge and skills in topics such as epilepsy, diabetes, mental health conditions etc.
- Recognition and management of physical health problems in people with mental health needs
- Recognition and management of physical health problems in people with LD and / or ASC.
- Health action planning - a workshop to assist participants to confidently develop health action plans with service users.
- Hospital passports - a workshop to consider the safety and inequality issues facing people with intellectual disabilities when they are admitted to acute hospital and how to develop a hospital passport with them.
- Activities for better health - a two day workshop for activity co-ordinators and direct care staff to create opportunities for service users to participate in physical activities that promote good health.
- Anticipatory healthcare and clinical skills training - a workshop aimed at registered nurses.



# Essential Training Continued

Our training and develop programme will include the following enablers:

- Introduction to Positive Behaviour Support (PBS): this session is open to all staff and is delivered as part of the corporate induction. It aims to provide participants with a basic awareness of PBS and can be accessed as refresher training for existing staff.
- QCF Positive Behaviour Support Module: this accredited module, open to all staff, can be undertaken as part of the QCF award programme.
- Improving Practice: supporting people whose behaviour is perceived as challenging - an educational resource for support workers: these workbooks are for new and existing staff and are mandatory training for staff.
- Online diploma and degree programmes in PBS: distance learning provided by Cardiff University for selected staff to undertake.
- Introduction to person centred thinking and approaches including how to create one page profiles - this workshop is available to all staff, service users and families.
- Coaching for person centred care planning and record keeping training delivered to individual or small groups of nursing staff.
- Safeguarding training for adults - this comprises of online and workshop training for all staff regardless of role.
- Values training - a workshop for all staff that explores values, attitudes and human rights in health and social care.
- Awareness training for Mental Capacity/ Incapacity & Deprivation of Liberty (DOLS) - a workshop open to all staff.
- Mental Health Act training - a workshop open to all staff to increase understanding and promote good practice in relation to mental health and mental welfare legislation.
- Root Cause Analysis (RCA) training - a workshop for all clinical and nursing staff.
- Incident recording training using DATIX - a workshop open to all staff.
- Security training - for all staff
- MAYBO Conflict Management Resolution Training

# Vocational Qualifications and Role Specific Training

## The Care Certificate

All health and social care providers will be required to demonstrate that all relevant staff have the opportunity to complete the Care Certificate (introduced March 2015). At Cheswold Park we will provide a continuum of learning towards this award starting with corporate induction and completing during probationary period.

The Care Certificate replaces both the National Minimum Training Standards and the Common Induction Standards in England.

## Specific training for staff in housekeeping, general assistant & catering roles

We offer a range of role specific training opportunities for staff in non-direct care posts in our services from induction onwards. This ranges in general topics such as 'working at heights' to training for specialist responsibilities e.g. fire testing.

## Training for Administrators

A two day workshop for those working in our services in an administration role that includes specific training on management of finances, customer care and the administration of the care programme approach (CPA) process.



# Leadership and Management

There is compelling evidence of the positive effect that strong and purposeful leadership and management has on the quality of healthcare.

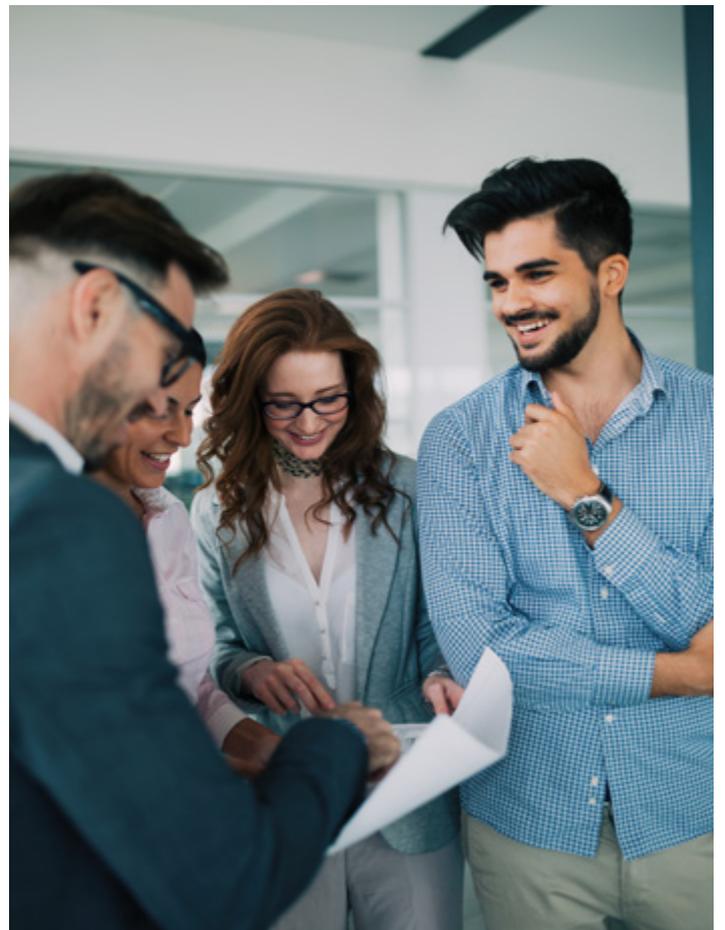
It is a key ingredient for Cheswold Park to improve not just care outcomes but also the effectiveness and efficiency of our work.

We want to identify and develop our current and future leaders to support them and promote succession planning within our organisation. This includes people who use our services and their families in leadership roles such as forum chairs.

In addition to enabling our staff to gain external accredited qualifications in leadership and management we will be providing in house training and development across a range of levels to increase leader capabilities and knowledge including:

- **Leading and Managing in the Workplace:** a 2 day workshop programme for frontline nurses and clinicians that builds on learning in preceptorship and practice and focuses on professional responsibility and accountability.

- **Senior Leadership and Management Programme:** a 2 day workshop programme for frontline nurses and clinicians that builds on learning in preceptorship and practice and focuses on professional responsibility and accountability.
- **Associates Leadership Programme:** a bespoke programme for service users and family carers to gain the skills and knowledge to participate in service and policy development, lead service and participate in forums, training and service initiatives to improve care and support.



# Professional Regulation and Revalidation

We employ many who are required to meet the regulatory and revalidation standards of their profession and who work in a range of departments including nursing, medical, clinical, finance, estates, training and human resources. The Care Certificate replaces both the National Minimum Training Standards and the Common Induction Standards in England.

These standards and requirements include clear expectations relating to the continuing professional development (CPD) of registrants and how this is to be recorded.

Staff are individually accountable for meeting their professional requirements for registration but we will provide training, coaching and supervision to assist them.

## Portfolio Development and Management

In addition to facilitating the portfolios required by the relevant colleges for CPD and appraisal, we provide a one day workshop to facilitate registrants to consider their Codes of Practice as it applies to day to day work and to ensure that their professional portfolios are to the required standard. This is particularly pertinent to newly qualified staff or staff returning to work after a career break.

## Coaching and Preceptorship

We work in partnership with local universities to access formal training to enable staff to mentor students.

## Clinical Supervision Training

A one day workshop for those who are expected to act as clinical supervisors in the workplace.

## Clinical Placement Provision

Working in partnership with Higher Education Institutions (HEI) is important to Cheswold Park in terms of developing our workforce. In addition to utilising education and learning programmes at universities and colleges we provide clinical placements for students from different professional groups in health and social care.

## Networks and Online Professional Forums

Professional networks, local, regional and national provide staff with invaluable opportunity to share good practice, provide peer support and updates on contemporary practice.

We encourage our staff to participate in professional networks and we also chair and host a number of networking events every year.



# Implementation, Compliance and Reporting

1. Details of the organisational curriculum for training and development will be contained within the Annual Learning and Development Plan which will be produced and published by the Chief Nurse. This will include updated lists of statutory, mandatory and essential training topics and frequency for renewal and refreshers.
2. The training department is responsible for the delivery of local in- house training but additional contribution will be expected from all departments within Cheswold Park for specialist or advanced tuition e.g. clinical skills.
3. The training department will work in partnership with the marketing team to provide a programme of external conferences and workshops.
4. The training department will work in partnership with Human Resource (HR) Officers to facilitate smooth and appropriate provision of training for new starters to the organisation.
5. The HR department will lead, in partnership with training and other relevant departments, on the development and implementation of a Knowledge and Skills Framework (KSF).
6. The reporting and monitoring of training compliance rates at unit level will form part of Individual Ward Reviews and monthly Board reporting processes and be subject to audit processes.
7. Line managers will report on team compliance re-training and development as part of the annual appraisal process.
8. All departments will contribute to the development and updating of Training Profiles (TP's) for the roles within their team.
9. Line managers will ensure that all training needs and attendance is captured on the training record for individual employees.



# Roles and Responsibilities

**Board of Directors:** The Chief Nurse is vested with responsibility for the implementation of this strategy and fellow Directors, and in particular the Chief Executive, has a duty to assist in the timely achievement of its aims and objectives within each ward and department across the organisation.

**The Training and Development Team:** The Training and Development Manager, who reports directly to the Chief Nurse, heads a team of trainers who work within the organisation. It is the responsibility of this team to reflect this strategy within the design and delivery of the Annual Learning & Development Plan which is focused on mandatory and essential training.

**Medical Director (MD):** In addition to acting as a Professional Lead for doctors, the MD is also Responsible Officer for medical revalidation and has a responsibility to make sure that we achieve the standards and compliances set out by the GMC. Included in this responsibility is making revalidation recommendations as required and the submission of a yearly report to the Board.

**Professional Leads:** Responsible for contributing to the learning and development of the nursing and clinical workforce by providing supervision, coaching and teaching. To work with the ward and department managers and the training team to harness

the information within clinical assessments to identify learning and development needs for staff, service users and families.

**Departmental Heads & Ward Managers:** To line manage the workforce in their respective ward or department ensuring appropriate recruitment and that all staff have completed statutory and essential training. To monitor and maintain training compliance within their team and enable staff to have protected time as required for learning and development. This includes supervision and appraisal and the identification and attendance to learning needs through these processes. To participate in training needs analysis and to identify and support the Welcome Mentors in their team.

**All staff:** All staff have a responsibility to practice and deliver care to the required standard for their role and to identify any learning or development needs through supervision and appraisal. Staff in roles where there are regulatory requirements to practice must ensure they meet the requirements as specified by their professional body e.g. NMC or sector regulator e.g. CQC, HIS etc. and identify to their line manager any assistance/action needed to achieve this.



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