

Learning and Development Strategy 2014 - 2019



Context

The Learning and Development Strategy for Nottinghamshire Healthcare NHS Trust is informed by the following:

- The POSITIVE values of the organisation
- The objectives of the organisation
- The Integrated Business Plan (IBP)
- The Workforce Strategy
- The future direction, ambition and organisational development of the organisation
- The NHSLA and Statutory Training Requirements

The Learning and Development department takes full responsibility and is accountable for delivery, reporting and governance and quality of the following eight areas:

- Essential Training (compliance)
- Central Organisational Development activities
- Therapeutic and Clinical Skills Development
- Leadership and Management Development
- Recovery Education
- Skills for Work & Life and Support for Non-registered Clinicians
- Non- Medical Clinical Professional Development
- IT Training



Delivery of training, learning and development is based at two centres:



The Mike Harris Learning and Development Centre at Rampton Hospital



The Learning and Development Centre at Duncan Macmillan House, Nottingham

Training occurs outside of the centres on a regular and flexible basis.

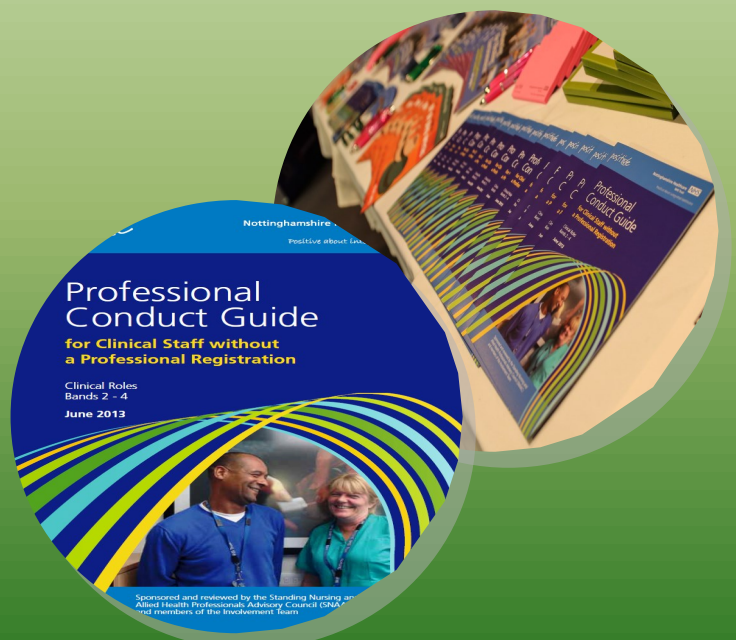
Ambition Statements

Within the next five years the Learning and Development will have in place and achieved:

1. Comprehensive electronic learning solutions, blended learning
2. The use of the internet to maximise learning and a world wide web profile of the Learning and Development offer
3. A high quality leadership development programme, refreshed and redesigned for the 2020's
4. Embedded recovery education, development and governance across the organisation including the development of in house peer support training and development
5. Maximisation of income generation across all 8 strands of Learning and Development
6. Established evaluation models that monitor learning effectiveness for training, learning and development reviewed and in place
7. Ensure divisional facing service exists for the clinical divisional structure of the Trust
8. Electronic mechanisms of two way communication and compliance reporting between the directorates of the clinical divisions and the Learning and Development service



9. An alignment of the L&D offer with an internal crediting of CPD
10. Support, where appropriate the medical leadership agenda specifically the leadership agenda to support medical consultants
11. Established a pathway of access and development for students undertaking the Graduate Management Trainee Scheme
12. Deliver the bulk of the National Care Certificate to the 2,400 non registered clinicians within the organisation
13. Creation of internal register of non-registered clinicians where there is completion / non completion of the National Care Certificate in readiness for CQC compliance
14. Build the success of apprenticeships to ensure that no less than 50 new starter apprentices start each year with an increased flow of a clinical apprentice pathways into the clinical divisions
15. Create a Trust-wide structure of governance, continuing professional development and professional regulation for non-professional regulation for non-medical prescribing
16. Maintain a practice learning service that ensures governance of the non-medical student and university interface with the Trust maximising employment for progressing students



Partnership Relationships

The Learning and Development department will continue to maintain a strong partnership relationship with the East Midlands Leadership Academy and with the Institute of Mental Health. Strong relationships with Health Education England will be maintained. A working relationship with the Primary Care Development Centre will grow throughout 2015 and 2016. The Practice Learning Team of the L&D department will continue to build working relationships with the regionally commissioned Higher Education Institutions; Department links will continue with local Further Education Colleges.



Governance

Governance is managed internally within Learning and Development from the monthly Learning and Development Leadership Team (L&DLT) and the ongoing compilation of records information and strategy in the electronic governance hub.

External governance to L&D is provided by the Trust Board with the Learning and Development agenda, held to account by the Workforce and Equality and Diversity Committee of the Board.

Delivery Standards to Achieve the Strategy

People remain the most valuable resource of the organisation and there is acknowledgement that all employees of the Trust will repeatedly need to refresh existing skills and require new skills. It is vital that all L&D colleagues continue to view the directorates and divisions as their customers with those undertaking training, learning and development as consumers of the L&D product.

The department will continue with a co-production model of expertise where technical expertise is housed both within L&D but also in other departments of the organisation.





Learning and Development remains customer orientated with five key delivery standards:

1 A Department that remains divisionally aligned and organisationally integrated

- > Learning and Development teams supporting each clinical Division directly but sharing expertise and skills Trustwide
- > 95% of courses available to all clinical staff from all three clinical Divisions
- > Supporting each clinical Division to obtain and maintain an Essential Training target of 85% or above

2 Training and Education that is supported, delivered and co-produced directly or indirectly with service users

- > Individuals with lived experience employed within Learning and Development
- > Recovery packages delivered as a specialism of the Department
- > Working in partnership with Nottingham and Nottinghamshire Recovery Education Colleges

3 A consistently evaluated reviewed and refreshed suite of Learning and Development opportunities

- > A suite of updated elearning packages
- > Routine standardised evaluation and innovative approaches to capture customer response to training
- > Annually refreshed prospectus of courses available electronically and via hard copy

4 A responsive; customer facing team

- > Responding to email, telephone and face to face enquiries quickly and efficiently
- > Timely presentation of reports, data entry and record keeping
- > Event and conference co-ordination

5 Support to explore you and your team's maximum personal and professional development

- > Educational development and academic attainment
- > Leadership and team development potential
- > Technical knowledge; acquired, maintained, developed and refreshed

Delivery Plan for 2014 and 2015

The 2014 and 2015 delivery plan is embedded into the current objectives of the Learning and Development department.

The internal quality assurance and governance of Learning and Development function is rated against these objectives.

Objective One:

The Learning and Development Team will wisely action the government response to the Francis Report

- ☒ We will take the lead on communicating to the organisation the importance of the government response to the Francis Report that all staff are continually trained and motivated
- ☒ All tutors, trainers and those involved in learning delivery will actively support the quality of care agenda through all aspects of training ensuring that the 6C's are implicit in the dialogue of delivery
- ☒ We will deliver a national care certificate to non-registered clinicians across Nottinghamshire Healthcare NHS trust with a rolling development programme and a formalised process of awarding certificates

Objective Two:

The Learning and Development team will remain customer facing, service orientated and a signature strength of the organisation through high levels of support and challenge

- ☒ Each member of the Learning and development team will receive thorough appraisal, good supervision and support
- ☒ Each member of the team will be valued for their contribution to the team ensuring that day to day staff well-being is considered by line managers and the Department Leadership Team
- ☒ Each member of the team will be invited to participate in the annual Learning and Development staff wellbeing survey (May 2014)

Objective Three:

The Learning and Development Team will continue with a rigorous quality governance agenda for the department and the organisation

- ✓ We will continue to action high levels of Quality Assurance within the team
- ✓ We will create a well filed electronic 'Governance Hub' of strategies, educational quality reviews and pertinent information for all team members to access
- ✓ We will ensure that each of the clinical divisions does not fall below 85% compliance in essential training
- ✓ We will maintain a Trust-wide data reporting system of a single accurate training database (MTDB)

Objective Four:

The Learning and Development Department Leadership Team will plan carefully to future proof the Service for the organisation

- ✓ We will continue to employ individuals with lived experience as part of the compliment of Learning and Development staff ensuring future authenticity and credibility and appropriate challenge in the team
- ✓ We have created and are implementing a five year transformation plan that maximises efficiency, plays to the strengths of individual skills and future proofs the L&D provision
- ✓ We will meet the required 5% Cost Improvement Programme (CIP) requirements



Objective Five:

The Learning and Development Team will maximise the use of new technology and communication via social media

- ☒ We will continue to review, increase and refresh the elearning offering provided to the organisation
- ☒ We will profile and maximise the use of electronic solutions (activote) for blended teaching and evaluation purposes
- ☒ We will actively encourage the learning and use of social media as a medium of celebrating good practice in 2014
- ☒ We will actively use the planned internet developments as a key vehicle for communication and development of the prospectus and other learning and development events

Objective Six:

The Learning and Development Team will further integrate and develop its current offering throughout 2014 and beyond

- ☒ We will take a lead for the organisation on recovery, taking stronger accountability and leadership of the learning and development agenda connected to the recovery agenda
- ☒ We will produce high quality prospectus hard copy and electronic for the organisation
- ☒ We will launch a new package of induction in April 2014 ensuring that the divisional and geographical split of colleagues is well managed and that all induction training is pertinent
- ☒ We will further integrate training cross division with an emphasis in 2014 on the merger of essential training between Health Partnerships and Local Services and a shared Training Manager for both divisions
- ☒ A single administration department for the whole team will be established, ensuring divisional alignment but efficient working practice
- ☒ We will work towards elearning packages relevant to all clinical disciplines
- ☒ We will launch a comprehensive 'top to toe' clinical training offering, looking at training a higher level of competence in physical and mental health quality of care

Julian Eve
Associate Director of Learning and Development
Nottinghamshire Healthcare NHS Trust

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