

NHS Lanarkshire Learning Strategy 2024 - 2028



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Introduction

NHS Lanarkshire is committed to delivering world-leading, high-quality, innovative health and care that is person-centred. Our ambition is to be a quality-driven organisation that cares about people (patients, their relatives and carers, and our staff) and is focused on achieving a healthier life for all.

NHS Lanarkshire like other organisations relies on the knowledge, skills and experience of staff to ensure that patients receive the best care. This requires continuous professional development, lifelong learning and educational opportunities available for staff at all levels. Ongoing development, support and opportunities for learning enable staff to flourish within their profession and beyond.

Background

NHS Lanarkshire's long-term strategy 'Our Health Together' is a route map to sustainable health and social care for the population of Lanarkshire. A key aim for Our Health Together is to prioritise actions which improve population health, wellbeing and patient care, contribute to improving health equity, and make our contribution to tackling climate change and broader sustainability issues.

Our workforce is fundamental in how we deliver services both now and in the future. Investment and support for staff learning, education and development is essential to ensure the provision of person centred, safe and effective services.

Our staff play an important role in the delivery of safe and effective health and care and it is important to ensure that as an organisation we recognise and support ongoing learning, training and education to ensure our staff provide the best possible service and care to the people of Lanarkshire.

Development of our staff takes place when staff join our organisation at Induction and continues throughout the career journey until retirement. This may include role related learning where learning a new technique or approach for a current role is required or may be focused on personal or career development, advancing career opportunities or looking to diversity knowledge and awareness.

As an organisation, NHS Lanarkshire develops an Organisational Learning Plan to set out learning which is compulsory for all staff, driven by Health and Safety legislation and national or local policies. A wide range of policies and legislation influences the learning plan and learning provision including but not limited to: The Health and Care (Staffing) (Scotland) Act 2019, The NHSScotland Staff Governance Standard, The Health and Safety at Work Act (1974) and The Fire (Scotland) Act (2005).

The NHS Lanarkshire Organisational Learning Plan provides guidance in relation to the core minimum learning that is required to be completed by all staff and is updated on a 3-year basis. The purpose of the learning plan is to provide guidance for managers and staff to achieve their responsibilities for learning across NHS Lanarkshire by setting out clear learning priorities.

Our Ambition

The Lanarkshire Quality Approach

In NHS Lanarkshire we believe that quality is everyone's business at all levels of our organisation and across all of the services we provide. To achieve this aim we recognise that we need open dialogue with our staff and service users combined with leadership teams that promote quality. Our underpinning quality ambitions are to ensure our care is:



Person-centred: focusing on the needs of the individual and ensuring preferences and values guide health and social care decisions while providing respectful and responsive care. Ensuring compassion, continuity, clear communication and shared decision making.



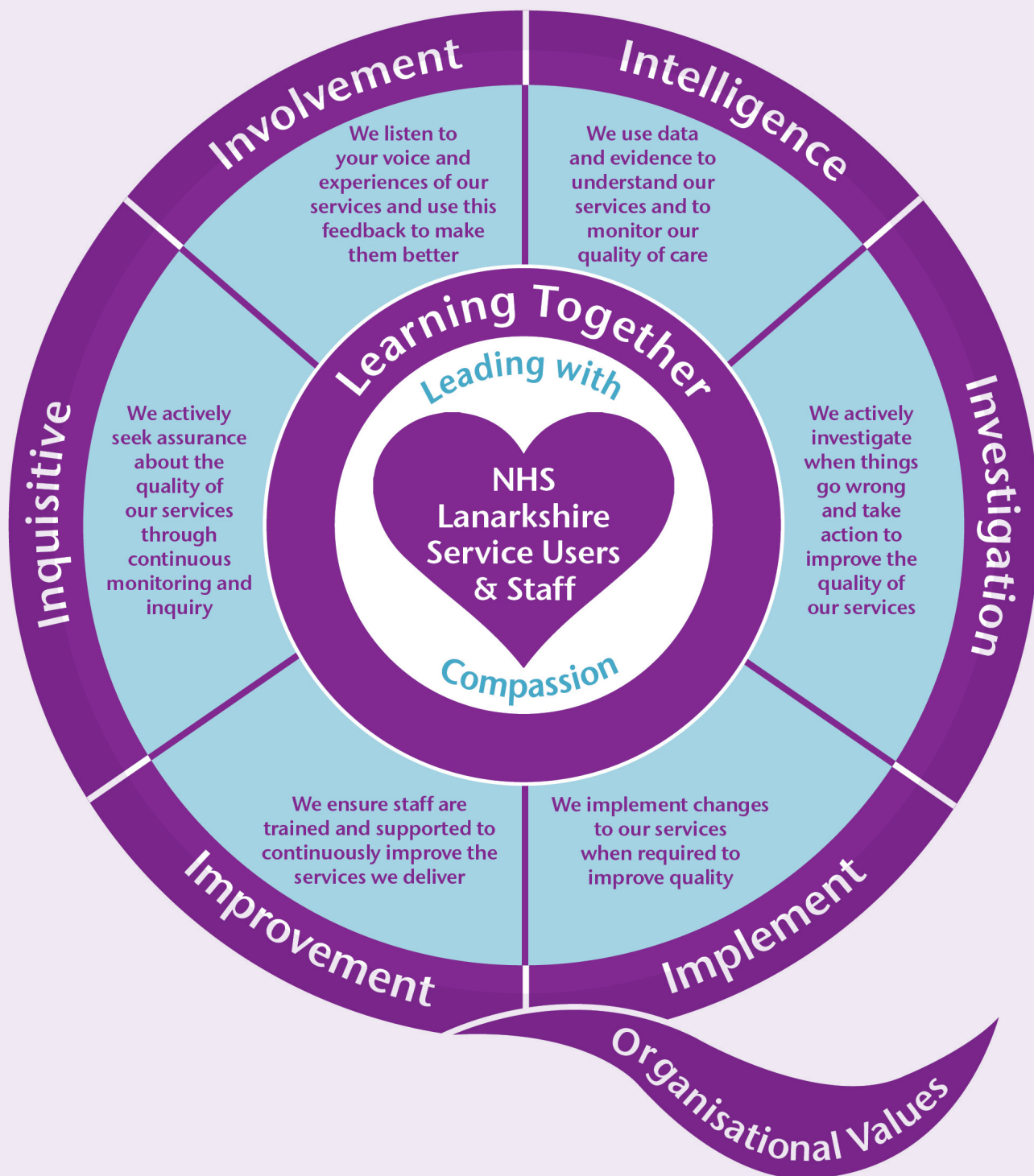
Safe: reviewing health & social care systems to avoid injury and harm to service users and provide an appropriate environment for their care needs which is clean and safe at all times.



Effective: providing the most appropriate treatments, interventions, support and services at the right time to those who need them and achieving good outcomes.

Our strategic approach will be to implement Whole System Quality which embraces; Quality Planning, Quality Control, Quality Improvement and Quality Assurance.

The infographic, opposite, represents what we plan to achieve and just as importantly how we plan to achieve it. Our staff and our service users are at the heart of all we do and we recognise we need to listen to what is important to them. We believe that staff who are treated with compassion are better able to direct their support and care to others. This results in higher quality care and higher levels of patient satisfaction. We strive to be an organisation that is constantly learning and growing.



Our Values

The Quality Strategy aims to ensure the delivery of Person-centred, Safe, and Effective care. Our Values of care and compassion, dignity and respect, openness, honesty and responsibility and quality and teamwork are one of the measures which complement and support our ambition of care quality.

Our Values represent the delivery and receipt of care that patients, services users and staff can expect to experience. Our values are an important cultural cornerstone that describe our everyday interactions and determine the social standards we set for ourselves, our teams and influence how we provide services. Focusing on our values we create a more cohesive, respective and inclusive culture for staff, patients and carers.



Our success continues to be delivered through the knowledge, skills and expertise of our staff. From frontline reception staff to e-health cyber security experts, from our porters and domestics to our doctors and nurses, and all of the wide range of job roles and functions that are required to deliver modern healthcare services, our staff are at the core of our service provision.

We aim to ensure that our staff can develop their knowledge and skills, by providing flexible, blended learning opportunities, building upon our ambition of embedding a learning culture throughout the organisation.

Purpose

The purpose of this Learning Strategy is to produce a cohesive and integrated approach to learning, education, training and development that promotes a culture of continuous development. The Learning Strategy has been informed by a number of national and local frameworks and strategies including, but not limited to the National Staff Governance Standard for NHS Scotland and the NHS Lanarkshire Quality Strategy.

The strategy acknowledges the introduction of new legislative frameworks such as the Health and Care (Staffing) (Scotland) Act 2019. This new legislation not only highlights the need for staff training but importantly committed time and resources to undertake training.

The NHS Lanarkshire Learning Strategy also seeks to ensure the effective implementation of the 'appropriately trained and developed' aspect of the NHS Scotland Staff Governance Standard.

Strategic Objectives for Learning

The Strategic Objectives of the Learning Strategy are to:

1. Work in partnership to facilitate learning

We will work in partnership to facilitate, provide or commission such learning as is required for approximately 12,000 employed staff, including Bank Staff, Volunteers and independent contractors, partners or other agencies where agreements to do so are in place.



We will clearly communicate the range and nature of learning provision and associated resources available, promoting a culture of learning and collaboration between specialties, professions and agencies. Actively seeking opportunities to promote multi-disciplinary and multi-agency learning.

We will (where possible) work with local suppliers and partners to support NHS Lanarkshire's ambition to be an anchor institution.

2. Enable appropriate staff development

We will strive to ensure the learning needs of all staff are recognised, supported by line managers through the PDP process. Needs will be met by learning experiences delivered through a blend of approaches, including exposure to practice based learning and assessment to the required standard for a wide range and number of learners across many staff groups/job families.



We will also ensure learners have access to resources that support health, well being and pastoral support, and make reasonable adjustments for learners in line with the Equality Act 2010.

All new service development and service change plans for NHS Lanarkshire require a workforce plan identifying and specifying the workforce development needs and training resources required for implementation and sustainability.

3. Ensure we are effective and efficient in learning support

We will make best use of resources ensuring all learning commissioned or provided by NHS Lanarkshire has in place robust management and governance arrangements, including where possible impact evaluation mechanisms.



We will also ensure appropriate preparation and support is available to and accessed by those staff who supervise others in their learning.

5. Governance

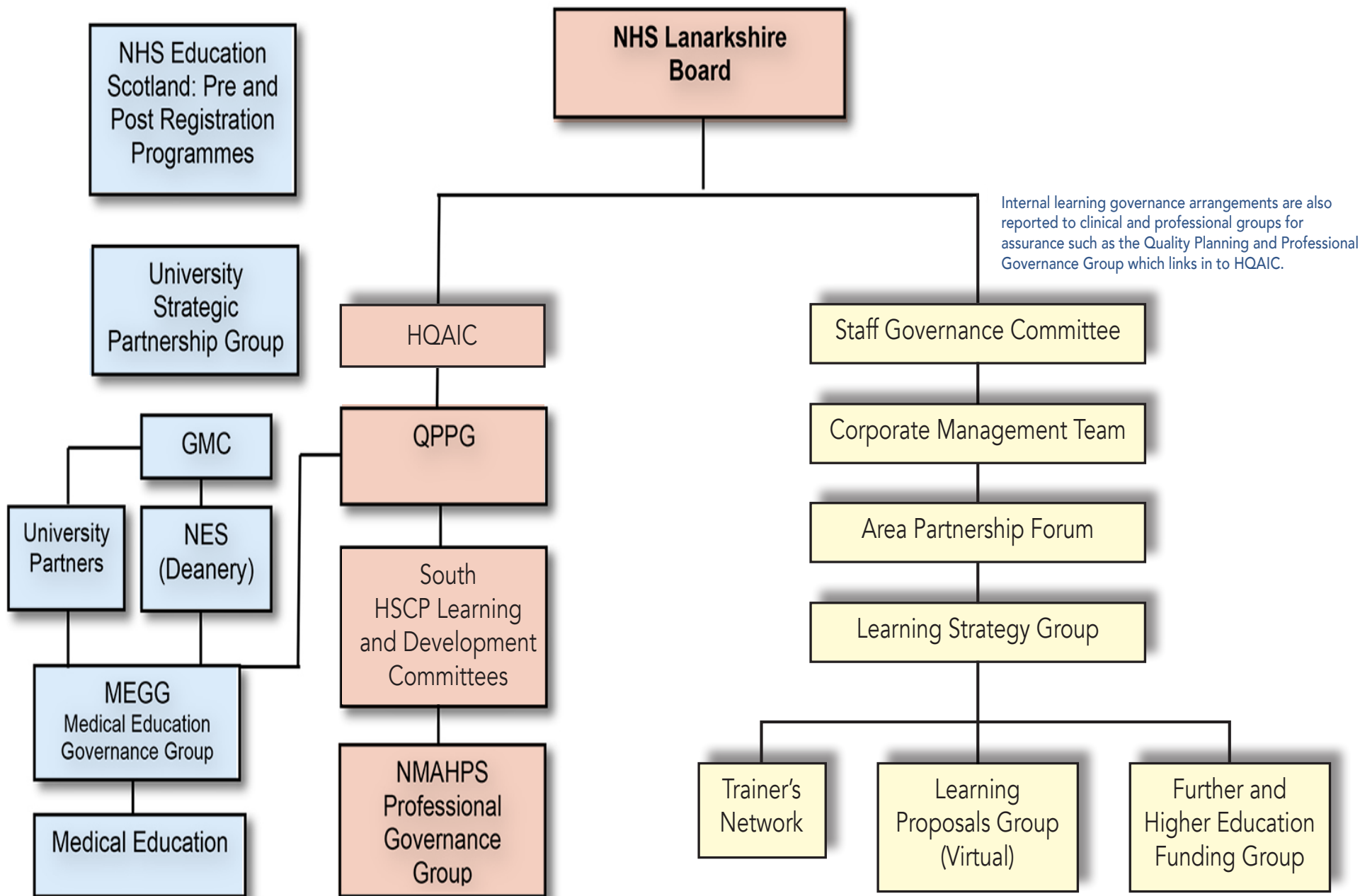
The Learning Strategy Group is pivotal to the governance infrastructure for learning within NHS Lanarkshire. It draws membership from the key learning and development departments and is responsible for directing the implementation of actions arising from the Learning Strategy, reconciling all pillars of governance and addressing the associated learning agenda.



The underpinning governance arrangements are key to the success of the Learning Strategy as they demonstrate NHS Lanarkshire's commitment to ensuring that learning provision is of a high quality and supports the organisation in delivering its priorities.

The following arrangements and underpinning reporting process will provide assurance to the NHS Lanarkshire Board that people can and do access learning in relation to their role, are developing their knowledge and skills for current and future roles, and that overall staff development is in line with workforce plans.

Fig.1 Governance Infrastructure for Learning
(Correct at time of printing 2023 to 2024 -2028)



Strategic relationships with Partners

There is a rich tradition of partnership working across health and social care in Lanarkshire. This has been vital for learning and deepening our understanding of the wider issues we face — and the communities we serve. Work continues to explore and expand opportunities for shared learning opportunities, regardless of employer status to ensure that our staff have access the right learning opportunities at the right time. In practical terms, inter-organisational partnerships enable professionals to exchange insights, best practices, and innovations. This synergy contributes to a coordinated approach to patient care, improving communication and service delivery. This is evidenced through the Integrated Health and Social Care Workforce Plan that NHS Lanarkshire has with each Council.

In an employment context, in 2023, Human Health and Social Work was the largest employing industry in Lanarkshire, accounting for 45,700 people. This industry is forecast to remain in the top employing sectors in the Lanarkshire between 2026 and 2033.

One of the ways Lanarkshire aims to support, encourage and enable the development of our future workforce is through the Care Academy. The Care Academy is a collaborative initiative between NHS Lanarkshire, North Lanarkshire Council and South Lanarkshire Council. It reports to North and South Lanarkshire Council's. The Academy is authorised to work with partners such as local councils, education departments, colleges, universities, the independent sector and third-sector organisations to attract and recruit staff to the health and social care workforce.

The overall vision for the Care Academy is to: "Develop a robust, sustained, vibrant Care Academy attracting and developing a diverse workforce for health and care services in Lanarkshire and promoting the sector as a rewarding choice for careers. Increasing awareness and engagement about the Care Academy across all partners and organisations to support people from our communities working in our communities."

Collaboration is particularly important as the third sector plays a crucial role in organisational learning by engaging in research, pilot programs, and community-based initiatives. Non-profit organisations act as catalysts for change, offering fresh and unique perspectives on areas of community life that statutory agencies may miss or not have access to.

In essence, partnership working creates a dynamic learning ecosystem where organisations can collectively elevate the standards of care through shared knowledge and collaborative endeavours.

The importance, ambition and commitment of University partners (most notably Glasgow Caledonian University and the University of Strathclyde) to working with the area's two health and social care partnerships – the newly-named South Lanarkshire University Health and Social Care Partnership and University Health and Social Care North Lanarkshire – is also a key element of this strategy.

NHS Lanarkshire benefits from having formalised strategic partnership arrangements with a number of further and higher education institutions. Internal partner organisations include National Education for Scotland (NES), NHS Scotland Academy and complimented by external organisations such as University of Strathclyde, Glasgow Caledonian University, Glasgow University, University of West of Scotland and New College Lanarkshire.

Learning provision in NHS Lanarkshire commissioned by a partner organisation (e.g. Regulatory Bodies or Royal Colleges, NHS Education for Scotland, Further and Higher Education Institutions) is governed by an agreement that details standards expected from both partners.

Working in Partnership

NHS Lanarkshire, in accepting its responsibility for any mandated learning provision (such as that based on legal, policy, professional or regulatory statements as may be made or amended from time to time) reserves and exercises its right to determine how best such learning can be provided. Accordingly, all proposed and reviewed learning provision will be subject to educational governance processes including the formulation of local policy where required before being implemented.

In terms of NHS Lanarkshire providing learning opportunities to partner agencies arrangements it is essential that learning providers address matters such as liabilities, indemnities, the meeting of required quality standards and availability of resource.

Working with Students and Trainees

NHS Lanarkshire is a provider of placements for a variety of learners and programmes of education in clinical and non-clinical disciplines. In these arrangements the staff and facilities of NHS Lanarkshire provide a service to the commissioning bodies, which includes Local Authorities, NHS Education Scotland and Further and Higher Education Institutions. In most cases the arrangements between NHS Lanarkshire and commissioning bodies are governed by Service Level Agreements or Memorandums of Understanding that specify roles, responsibilities, liabilities as well as both quantitative and quality measures of the service being provided by NHS Lanarkshire.

In postgraduate medical education there are clear lines of accountability through Directors of Medical Education through NHS Education deanery structures to the General Medical Council that has legal responsibility for setting standards for medical education through the General and Specialist Medical Practice (Education, Training and Qualifications) Order 2010.

Focusing on widening student access a new policy has been developed named, The Approved Higher Education and Further Education Institutions Student Access and Management Policy expands upon the previous NMAHP student policy. Many of the key factors are retained within the new policy including NHS Lanarkshire taking the lead in ensuring that:

- There is attention to due process to underpin external access to NHS Lanarkshire's patients, staff, services and data.
- Placements offered can be shown to offer high quality of learning experience.
- There is appropriate monitoring and reporting of the quality of student and trainee experience.
- The job planning process for staff takes account of the organisational commitment to learning provision and there is a clear understanding of the lines of accountability and performance management for the teaching element contained within such job plans.

Learning Environment

Building the capacity and capability of staff to deliver and improve service quality is a vital element of the Learning Strategy. To this end NHS Lanarkshire is committed to providing an environment that enables learning for all staff consistent with the needs of their role and focused on person centred, safe, effective and sustainable care. We strive to be a Learning Organisation by listening to our service users and staff and being reactive to evolving needs. We demonstrate our commitment to learning in this NHS Lanarkshire Learning Strategy. We recognise that to be a Learning Organisation we need to build a culture with the following elements:

- Psychological safety where anyone can voice concerns, challenges and ideas for change.
- Culture of trust and non-negotiable respect, where opinions are valued, and negative/ abusive behaviour is addressed.
- Consistency of purpose by applying vision & values to every decision in the pursuit of quality.
- Commitment to equity by addressing inequalities and creating conditions for all to attain their highest potential.
- Collective learning and dialogue.
- Communicating and sharing knowledge.
- Personal inquiry and reflection, being curious & thoughtful.
- Prioritising innovation and creating purposeful, focused change.
- Practice system thinking and systematically examining areas of change by adopting new ideas and stopping practices no longer serving the vision.

Organisational Learning Plan

NHS Lanarkshire will publish an Organisational Learning Plan every 2 years which is the means through which its commitments to the provision of staff learning opportunities are articulated. The Organisational Learning Plan sets out the compulsory learning all staff are required to complete. The plan also highlights learning which is specific to 'job role' and continuous development. The main areas of learning provision help to demonstrate commitment to the 'Appropriately Trained' dimension of the Staff Governance Standard.

Learning Proposals Group

The Learning Proposals Group is a virtual group that review requests for new initiatives or learning content development impacting staff across NHS Lanarkshire. It draws membership from staff working in learning, education and development roles, as well as having direct input from clinical staff. The group is responsible for assessing any new programmes or new electronic learning proposals. This group acts as a 'check point' for advice, guidance and support for content or programme development as well as authorisation of learnPro module development.

Trainers Network

Individuals who provide training programmes that require staff to leave their work location to attend may be based in operational units or departments with no formal connection to any of the main corporate learning departments. A Trainer's Network acts as a vehicle through which trainers can meet and find support for their professional development and participate in the development of various standards related to training. As part of the Learning Strategy for NHS Lanarkshire all trainers will be encouraged to be a member of this Trainer's Network.

Learning Environment

Further and Higher Education Funding Group

The Further and Higher Education group seek nominations from staff who wish to progress their academic studies. Nominations are reviewed by a sub group of members of the learning strategy group, operational managers and staff side colleagues. This is an annual process.

Personal Development Planning

NHS Lanarkshire is committed to maintaining effective Personal Development Planning (PDP) processes to ensure that individual learning at all times supports the maintenance and improvement of services. PDP is the main route through which the learning needs of staff are identified, agreed and reviewed. NHS Lanarkshire is committed to ensuring that all staff understand the purpose of PDP reviews/appraisals and are supported to have effective development conversations, through their appropriate performance development arrangements i.e. appraisal, revalidation, supervision meetings or objectives reviews.

Each of these systems seeks to ensure that learning needs are considered in relation to the needs of the individual's role in support of their local departmental objectives ultimately aligned to corporate objectives and reflective of our shared values.

Policies Related to Learning

In addition to an embedded PDP process, a number of policies related to learning have been developed and agreed in partnership with staff and their representatives. The policies demonstrate commitment to ensuring equity in how staff access learning opportunities. The policies reflect support for learning from induction to retirement and provide practical guidance to managers and staff on the various arrangements and entitlements available to them.

NHS Lanarkshire policies take into account any relevant national guidelines and will continue to be subject to regular review and update to ensure they facilitate the alignment of learning to service improvement.

Record Keeping

All NHS Lanarkshire learning provision should be recorded with data being available for reporting purposes as required. Data includes descriptions of learning provision, learning provision participation, evaluation and where appropriate learning provision completion. Records are to be maintained by individuals, managers and where appropriate at an organisational level using appropriate systems (for example TURAS, eESS, learnPro) in accordance with GDPR. Learning data is presented via the governance groups noted earlier but may also be provided to other committees for specific purposes e.g. organisational status of compulsory learning compliance.

Responsibilities

Every member of staff has an important role to play in the delivery of person centred, safe, effective and sustainable services. Participating in and valuing learning is a critical part of this from an individual and management perspective.

Individual Responsibility

In support of this Strategy individuals must:

- Keep themselves up to date with developments relevant to their job within the organisation
- Make a personal commitment to learning and development and engage in the PDP and review process
- Accept responsibility for maintenance of core knowledge, skills, attitudes and behaviours required of current post
- Work within relevant learning policies
- Actively participate in learning opportunities made available, sharing such learning with others and maintaining personal records of learning undertaken
- Welcome and participate in the supervision of learners appropriate to job role and responsibilities
- Support those on learning programmes and if in a designated formal role meet the required standards

Manager Responsibility

In addition, in support of this Strategy managers must:

- Actively promote a culture of learning and ensure PDPs and reviews are meaningful and completed for all staff and that staff have time to complete the learning identified.
- Ensure staff are aware of and work within relevant learning policies
- Identify learning required by their staff, taking into account individual learning needs and plan for this appropriately
- Maintain local records of learning completed by staff including evidence of certification resulting from learning as may be required for an individual or a work context
- Ensure appropriate and adequate supervision is provided to all undertaking learning programmes to support successful completion
- Support staff in applying and sharing their learning in the workplace (realising the benefit/recognising the impact)
- Identify issues related to learning and escalate appropriately

Monitoring and Review

This Learning Strategy Group will provide an annual report to the Corporate Management Team and through this route to the NHS Lanarkshire Staff Governance Committee.

The Learning Strategy Group will review the Learning Strategy in three years (2026) or sooner if required.

Conclusion

The NHS Lanarkshire Learning Strategy establishes the context for learning provided or commissioned by NHS Lanarkshire. It highlights the strategic aims for learning, the governance infrastructure and key responsibilities that will support implementation to underpin its success. It reflects a commitment to ongoing improvement in learning provided or commissioned by NHS Lanarkshire and is commended to all.

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Health and social care: national workforce strategy, Scottish Government, March 2022,
www.gov.scot/publications/national-workforce-strategy-health-social-care

Supporting Policies

NHS Lanarkshire Policies available from the NHS Lanarkshire website
www.nhslanarkshire.scot.nhs.uk

- Funding for Further/Higher Education Policy
- Induction Policy
- Courses, Conferences and Study Leave Policy
- Moving and Handling Policy
- Personal Development Planning and Review Policy
- Prevention and Management of Violence and Aggression Policy
- Approved Higher Education and Further Education Institutions Student Access and Management Policy
- Overseas Leave Policy

Useful links: Leading to Change | Leadership Development | NHS Scotland,
<https://leadingtochange.scot/>

