



Learning Strategy

2012 - 2015

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1. Introduction

This is the NHS Lanarkshire Learning Strategy for 2012-2015. Learning in this strategy is used to refer to all education, training and development activity that is part of the core business of NHS Lanarkshire.

The Learning Strategy supports NHS Lanarkshire's *Framework for Strategic Health Planning (2012-2020)* and its Core Purpose statement '*Working with You for a Healthier Future*'. It is therefore focussed on person centeredness, safety and effectiveness through improving patient care and experience; supporting service change and development; and meeting such requirements as expected of an NHS Scotland employer.

The Learning Strategy is both present and future oriented for today's and tomorrow's patients, services and workforce. It shares the value base of NHS Lanarkshire: quality, respect, fairness and working together.

<p>Quality</p> <p>Learning provided or commissioned by NHS Lanarkshire will demonstrate quality through addressing:</p> <ul style="list-style-type: none"> • professional or policy benchmarks • published guidance and evidence • impact on patient experience, care and services • individual feedback. 	<p>Respect</p> <p>Learning provided or commissioned by NHS Lanarkshire will demonstrate respect by ensuring it is:</p> <ul style="list-style-type: none"> • a quality experience • relevant to job role and function • adequately resourced • available when needed.
<p>Fairness</p> <p>Learning provided or commissioned by NHS Lanarkshire will demonstrate fairness by being:</p> <ul style="list-style-type: none"> • accessible to all to whom it is targeted • sensitive to differing learning preferences • open to equality and diversity impact assessment • subject to scrutiny through reporting mechanisms. 	<p>Working Together</p> <p>Learning provided or commissioned by NHS Lanarkshire will demonstrate working together through:</p> <ul style="list-style-type: none"> • engagement and consultative processes • clarification of responsibilities for learning • robust management and governance arrangements of learning • promotion of multidisciplinary or multiagency learning wherever appropriate • production of learning reports as may be required from time to time.

2. Background

As a large organisation NHS Lanarkshire is dependent on well-trained staff to deliver patient care and improve health. As well as meeting the learning needs of employed and at times contracted staff, NHS Lanarkshire provides learning opportunities and placements as commissioned by other bodies such as NHS Education for Scotland and Higher Education Institutions. A single strategic approach to learning, linked to the priorities of NHS Lanarkshire, ensures that learning is understood as part of the core business of the organisation, its values, objectives and delivery plans. Ensuring employed and contracted staff as well as students and trainees are exposed to quality learning opportunities has clear benefits to any business and its stakeholders. This is well rehearsed in the evidence-based literature, hence the rationale for this Learning Strategy.

3. Purpose

The purpose of this Learning Strategy is to demonstrate NHS Lanarkshire's commitment to being a learning organisation and make a substantial contribution towards the four strategic aims of NHS Lanarkshire.

Four Strategic Aims:

The four strategic aims all have the Quality Strategy ambitions – person centred, safe and effective – as pre-requisite criteria, along with the requirement to improve efficiency and to achieve financial sustainability.

- 1. To reduce health inequalities and improve health and healthy life expectancy** Focusing on anticipatory care and health promotion in, for example, supporting parenting and early years.
- 2. Integrated health and social care working to support people to live independently at home**
Shift towards more care in the community setting, with admission to hospital only when it is not possible to treat at home or in the community. Supported timely discharges for those patients requiring hospital admission and minimising the risk of readmission.
- 3. Hospital day case treatment to be the norm, avoiding admissions where possible**
More use of planned care through outpatients and day case services, reducing the number of people requiring admission as an inpatient and thereby reducing length of stay in hospital. Focus on unplanned and emergency health care services to ensure patients being cared for by the appropriate healthcare professional.
- 4. To improve palliative care and supported end of life services**
Providing patients with access to improved palliative care services and the opportunity to die at home or their place of choice.

4. Aims

Accordingly the aims of the Learning Strategy are to ensure NHS Lanarkshire meets its obligations to:

- Facilitate, provide or commission such learning as is required for approximately 12000 employed staff, including Bank Staff, Volunteers and independent contractors or other agencies where agreements so to do are in place.
- Make best use of resources ensuring all learning commissioned or provided by NHS Lanarkshire has in place robust management and governance including where possible impact evaluation mechanisms.
- Ensure learning is in support of organisational workforce development as outlined in the NHS Lanarkshire annual Workforce Plan.
- Deliver learning experiences through exposure to practice based learning and assessment to the required standard for a wide range and large number of undergraduate students and post graduate trainees across many staff groups/job families.
- Ensure appropriate preparation and support is available to and accessed by those staff who supervise others in their learning.
- Clearly communicate the range and nature of learning provision and associated resources available.
- Appropriately utilise development and delivery opportunities to enhance learning provision.

5. Key Principles

The key principles of the Learning Strategy are to ensure:

- 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 internal educational governance processes including the formulation of local policy where required before being implemented.
- 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.

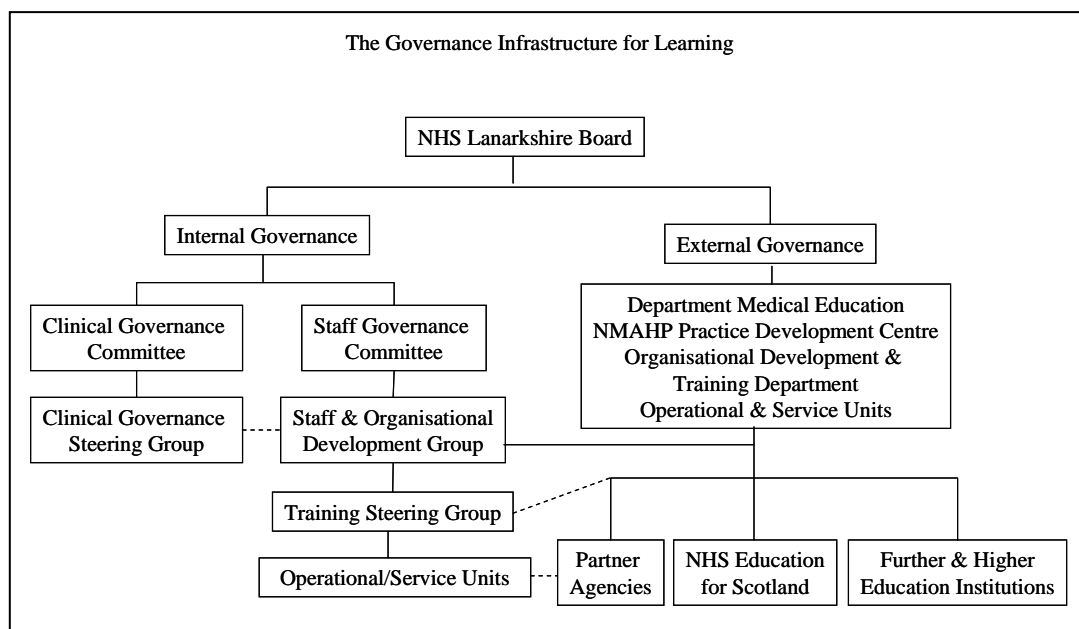
- Learning provision in NHS Lanarkshire utilises a range of learning methods to ensure access is available to the targeted staff group(s) mindful of varying learning styles and work patterns as far as is reasonably possible.
- Any opportunities to promote more effective service provision through multi disciplinary and/or multi agency learning are actively sought.
- There is a managed expansion of e-learning; increased focus on work based learning; prioritisation of learning associated with person centeredness, safety and effectiveness; and robust management of learning provision based on resource availability (to deliver, to participate and to implement).
- Individuals accept personal responsibility for ongoing learning in respect of maintenance of contemporary core knowledge, skills attitudes and behaviours required of their post effectively utilising such learning assistance, resources and opportunities as are made available.
- All new service development and service change plans for NHS Lanarkshire develop a workforce plan identifying the required future workforce to deliver the service and specifying the workforce development needs to meet this in a learning plan. The associated learning plan will clearly identify the resources required for implementation and sustainability.
- All NHS Lanarkshire learning provision is recorded with data being available for reporting purposes as required. Data includes descriptions of learning provision, learning provision participation and evaluation and where appropriate learning provision completion. It should also include reference to impact of learning on patient care, experience and services wherever possible. Such records are to be maintained by individuals, work teams and where appropriate at an organisational level.

6. Governance

Key to the success of the Learning Strategy are the underpinning governance arrangements that demonstrate NHS Lanarkshire's commitment to ensuring that learning provision is of a high quality and supports the organisation in maintaining and improving person centred, safe and effective health care. NHS Lanarkshire aims to govern the provision of learning by putting arrangements into place that assures all learning provided or commissioned is:

- visible at the highest level (i.e. has sponsorship from the relevant Executive Director)
- planned properly
- prioritised appropriately
- provided effectively to agreed standards
- recorded as required
- reviewed on a regular basis
- reported within governance systems.

Learning is of clinical and staff significance and is therefore embedded within both the clinical and staff governance infrastructure of NHS Lanarkshire. As learning is both provided by and commissioned from NHS Lanarkshire there is a need to recognise the need for both internal and external governance arrangements.



Staff and Organisational Development Group

As can be seen above the Staff and Organisational Development Group is pivotal to the governance infrastructure for learning within NHS Lanarkshire. It directs the implementation of actions arising from the Learning Strategy, reconciles all pillars of governance and addresses the associated learning agenda.

Internal Governance

Internal governance is required to support the internal provision of learning opportunities within NHS Lanarkshire. There are several interconnected component parts required to support improvement in internal governance arrangements.

- **Organisational Learning Plan**

NHS Lanarkshire will publish an Organisational Learning Plan every 3 years which is the means through which its commitments to the provision of staff learning opportunities are articulated. The Organisational Learning Plan describes the main areas of learning provision and helps to demonstrate commitment to the ‘Appropriately Trained’ dimension of the Staff Governance Standard.

- **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 (i.e. Medical Education, NMAHP Practice Development Centre, and Organisational Development). As part of future internal governance and in order to offer such trainers support a Trainer’s Network has been established 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 expected to be a member of this Trainer's Network.

- **Training Steering Group**

Recognising the range and volume of internal training expected of NHS Lanarkshire and to provide for internal governance it is intended that a Training Steering Group will operate for the Staff and Organisational Development Group. This Training Steering Group will undertake a risk managed process of assessment against agreed criteria and draw up recommendations about how the learning need could most effectively be met and potentially incorporated into the Organisational Learning Plan as proposed, provided differently or not at all.

On behalf of the Staff and Organisational Development Group, the Training Steering Group will therefore have responsibility for the production, monitoring and review of the Organisational Learning Plan. It has to ensure it reconciles Local Learning Plans developed by managers within operational and service units with the Organisational Learning Plan. To this end it will actively encourage the development of service rather than discipline based Local Learning Plans, recognising that some local learning may need to be discipline specific.

- **Local Learning Plans**

Whilst the responsibility for the development of Local Learning Plans sits within operational and service units, support will be provided through the Training Steering Group to assist their development.

External Governance

External governance is required to support the partnerships of NHS Lanarkshire. NHS Lanarkshire benefits from working in partnership and being an educational provider. For example providing clinical placements can contribute to enhancing staff learning and delivery of care within and beyond the organisation. In the longer term the benefits include a workforce properly prepared and trained for working within the organisation and across boundaries. In addition NHS Lanarkshire benefits from reputational enhancement through becoming a preferred career destination.

- **Working with Partner Agencies**

As NHS Lanarkshire works in ever increasing multi agency ways in its design and delivery of services, there is a growing trend towards multiagency learning participation and provision.

In terms of learning participation by NHS Lanarkshire staff in partner agency provided programmes it is important that the internal governance arrangements described above are followed. Partner or multi agency provided training should become part Local and/or the Organisational Learning Plan.

In terms of NHS Lanarkshire providing learning opportunities to partner agencies external governance arrangements are required to 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 under and postgraduate programmes, primarily in clinical disciplines. In these arrangements the staff and facilities of NHS Lanarkshire are providing a service to the commissioning bodies, in most cases either NHS Education Scotland or the Further and Higher Education Institutions. In some cases the arrangements between NHS Lanarkshire and commissioning bodies are governed by Service Level Agreements that specify both quantitative and quality measures of the service being provided by NHS Lanarkshire. There are however some relationships for example those with NHS Education Scotland in postgraduate medical education that have arisen through evolution over many years which are less structured. Over time NHS Lanarkshire will move towards more robust governance of its external learning relationships.

For example clearer frameworks governing the delivery of postgraduate medical education and placements provided for other disciplines have developed in recent years and need to continue to do so. In postgraduate medical education there are now 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.

Similarly for Nursing, Midwifery and the Allied Health Professions (NMAHP) formal partnerships are in place with a range of Further and Higher Education Institutions that provide clear lines of accountability through the NMAHP Executive Director via NHS Education for Scotland to Scottish Government and directly to the Nursing and Midwifery Council or Health Professions Council, the UK regulatory bodies with legal responsibility for setting standards for under graduate and some post graduate education.

Where governance arrangements are working well NHS Lanarkshire will continue to work within those, ensuring the commitments are delivered to the highest quality that can be achieved. Where governance arrangements are less well developed the relevant host units within NHS Lanarkshire will take a lead in ensuring that:

- Placements offered can be shown to offer high quality of educational experience and excellent outcomes.
- 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.
- There is attention to due process to underpin external access to NHS Lanarkshire's patients, staff, services and data.

7. Learning Environment

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 and effective care.

Personal Development Planning

Personal Development Planning is the main route through which the learning needs of staff are identified, agreed and reviewed. Personal Development Plans (PDPs) are available for all staff through their appropriate performance development arrangements: the appraisal process for medical staff; the Executive and Senior Manager's performance management arrangements; and the Knowledge and Skills Framework (KSF) for all other staff.

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 aligned to corporate objectives. NHS Lanarkshire is committed to maintaining effective PDP processes to ensure that individual learning at all times supports the maintenance and improvement of services.

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.

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. A list of current policies can be found at:

<http://firstport/C4/Staff%20Development/default.aspx>

Learning Facilities

NHS Lanarkshire has invested significantly in learning centres and library facilities to support learning. These facilities provide a valued and visible dedicated resource for learning. It is recognised however that learning takes place everyday in many settings across the organisation and that this is complemented by the more formal programmes available in the learning centres.

The importance of staff being able to access their learning close to base has never been greater and as a result work based learning and e-learning solutions are growing in importance. NHS Lanarkshire is striving to deliver the most effective and efficient use of all facilities and models, including electronic, so that staff members are able to access the learning they need.

There are five main learning centres in Lanarkshire: the Ronald Miller Education and Training Centre in Wishaw General Hospital; the Education and Training Centre in Hairmyres Hospital; the Post graduate facilities and training rooms at Monklands Hospital; the Learning Centre at Law House and the Medical Education Centre at Kirklands Hospital. In addition, there are a number of smaller training, IT resource, study rooms and meeting rooms across the organisation often used for training. The facilities are available for booking by all training providers within NHS Lanarkshire.

Knowledge and Library Services

Knowledge and Library services within NHS Lanarkshire support clinical service delivery and learning through their key aims to improve knowledge and increase access at point of need.

There are four libraries in NHS Lanarkshire: Monklands Hospital; Hairmyres Hospital; Wishaw General Hospital and a Health Improvement Library at Law House. The libraries are available to all staff and students.

The libraries provide access to stocks of books and journals and access to electronic resources, including the Knowledge Network. Staff in the knowledge and library service will work with those leading and supporting quality improvements to ensure that everyone has access to information and knowledge needed to inform their work.

Latest research findings, current best practice and case studies will be provided through literature searches, e-updates (current awareness bulletins) and individual requests to facilitate learning and its application to practice. Librarians will provide training and support to enable staff to become proficient in locating, accessing and using information in practice.

E-learning

As indicated above NHS Lanarkshire is striving to increase the availability of electronic solutions to learning, where appropriate, as part of a blended approach to learning. Whilst it is not a solution in all situations e-learning brings many benefits: close to learner delivery; improved accessibility for many staff; and facility for built in assessment and recording of activity.

A significant amount of e-learning material is already available to staff through organisational systems like LearnPro or to particular staff groups, for example the DOTS system for medical staff, or through access to material provided by others, e.g. modules provided by NHS Education for Scotland.

The ability to increase access to electronic solutions is dependant on a number of factors: access to technology, the skills of individuals to use electronic methods and capacity to develop and support learning through electronic media. An agreed approach is needed to ensure that e-learning is a key component of investment in technology as part of the local e-health strategy. As a result whilst some e-learning opportunities are being made NHS Lanarkshire is committed to the development of a more robust e-learning strategy.

Funding

Funding to support learning is provided by NHS Lanarkshire in a number of ways: in the availability of physical facilities; in posts dedicated to learning or knowledge and library services; in technology available to enable learning. Money is also available to fund learning through budgets allocated to main learning departments. These departments use money to develop or commission learning (e.g. courses, events) to meet priority needs or support policy based provision such as Further and Higher Education. Budgets are also held locally in managements units and departments to fund the continuing development needs (CPD) of staff.

Funding to support learning also flows to Lanarkshire from a number of external sources. Such sources include Scottish Government, NHS Education for Scotland or learning representatives from professional and staff organisations that fund training or support staff or material provision to underpin new developments or policies to meet particular needs. Such resources tend to be short term or part of a launch and are often for a particular target group or specific topic. NHS Lanarkshire is committed to making optimum use of such resources to maximum benefit of patients and staff.

One main example of this is to be found in medical education. Medical undergraduate education is highly dependent on the NHS for the provision of teaching in clinical settings and this is recognised through ACT funding that is administered by NHS Education Scotland but distributed to Boards to support the undergraduate teaching provision. In 2011/12 ACT funding for NHS Lanarkshire amounts to c£2.4 million. The administration of this funding is overseen by an ACT steering group chaired by the Board Medical Director. NHS Lanarkshire has to account for ACT spend through a Regional Steering Group to a national Medical ACT Working Group hosted by NHS Education Scotland. There is an increasing drive for direct linkage of ACT spend to the delivery of undergraduate teaching within clinical settings and one of the actions arising from the Learning Strategy will be to drive for clearer linkage, through departmental work and learning plans, of ACT funding to the delivery of high quality undergraduate teaching.

The importance of using scarce financial resources effectively is paramount and learning providers and budget holding managers must follow policy and relevant governance arrangements when making decisions in relation to learning provision and staff access. Scrutiny of all costs associated with the provision and accessing of learning needs to be undertaken including for example the impact on clinical service provision to enable learning participation or impact on working practice as an outcome of learning. Such scrutiny must be done at a local and organisational level as part of good management and governance with matters of note being raised appropriately. This Learning Strategy commits NHS Lanarkshire to begin the required scrutiny process.

8. Learning Priorities

Whilst it is for the Organisational Learning Plan to detail the prioritised learning for NHS Lanarkshire it is evident that this Learning Strategy must identify learning priorities for inclusion. Using the three quality ambitions of the NHS Scotland Quality Strategy (2010), the following priorities will initially form the basis of the Organisational Learning Plan:

- | | | |
|----------------|---|----------------------------------|
| Person Centred | - | Dementia and Older People's Care |
| | - | Equality and Diversity |
| | - | Health Improvement |
| | - | Customer Care |
| Safe | - | Fire and Health and Safety |
| | - | Infection Control |
| | - | Information Governance |
| | - | Adult and Child Protection |

- Effective
- Induction
 - IT Systems Training
 - Clinical Skills and Knowledge
 - Leadership Development

9. Responsibilities

Whilst every member of staff has an important role to play in the delivery of person centred, safe and effective services participating and supporting learning is critical as highlighted in the following shared responsibilities:

Individual Responsibility

Individuals must:

- Make a personal commitment to learning
- 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.

Managers Responsibility

Managers must:

- Actively promote a culture of learning
- 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
- Contribute to the formation of a Local Learning Plan to inform the Organisational Learning Plan
- 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/reognising the impact)
- Identify issues related to learning and escalate appropriately.

10. Actions for Implementation

Having stated the strategic purpose and aims, principles, governance and responsibilities of learning and having described the learning environment of NHS Lanarkshire and the identified priorities in respect of learning, this Learning Strategy has highlighted the need for several actions to be progressed. Whilst a full implementation plan will be developed the following are key emerging actions:

In the short term:

1. Dissemination of the Learning Strategy across NHS Lanarkshire and its partner agencies
2. Revision of Terms of Reference of Governance groups to support the Learning Strategy.

In the medium to longer term:

3. The formal establishment of the Training Steering Group; further development of the Trainers Network; and enhanced support for the production of Local Learning Plans to produce the Organisational Learning Plan
4. Maintenance and further development of external governance arrangements to enhance student and trainee learning
5. Further development of the learning environment with specific reference to e-learning and funding.
6. Further development of mechanisms to record and report on learning by individuals, teams and the organisation.

11. Monitoring and Review

This Learning Strategy and its supporting Implementation Plan will be monitored on an ongoing basis by the Staff and Organisational Development Group which will provide an annual report to NHS Lanarkshire's Clinical and Staff Governance Committees.

The Staff and Organisational Development Group will review the Learning Strategy in three years (2015) or sooner if required.

12. Conclusion

Based on the strategic framework, core purpose and values of NHS Lanarkshire this Learning Strategy establishes the context for learning provided or commissioned by NHS Lanarkshire. It highlights key responsibilities, the required governance and actions for 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.