Learning & Development Governance Framework

Commissioned by Vernova on behalf of East Cheshire GP Practices

November 2015

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1.0   Introduction

Following the review of training undertaken and the provision of the Training Analysis Report produced by Alison Lomas (arvato UK Health), this document defines the recommendations presented into a Learning and Development Governance Framework.

The Governance framework for delivering training to the GP practices in Eastern Cheshire will provide a consistent approach, be underpinned by a Learning Management System (LMS), reflects relevant legislation requirements, best practice and CQC and QOF compliance requirements. The frame work includes the provision of the following:

- **Induction**
- **Statutory and Mandatory training**
- **Appraisal**
- **Role Specific training**

The Learning and Development Governance framework

2.1 Induction

The following table (1.1) defines the content for a consistent induction programme for all East Cheshire GP Practices. The subjects defined can either be delivered via e learning, face to face delivery or a blended approached can be used.

Table 1.1- Induction programme

✓ Training Must be undertaken

Corporate Induction	Frequency	GP Partners	Salaried GP's	Nurse Practitioners	Practice Nurses	HCA's	Phlebotomists	Staff Management	Admin
Introduction to the Organisation/Practice	Once Only	✓	✓	✓	✓	✓	✓	✓	✓
Sickness and absence reporting procedures	Once Only	✓	✓	✓	✓	✓	✓	✓	✓
Departmental risks and health and safety responsibilities	Once Only	✓	✓	✓	✓	✓	✓	✓	✓
Duty of Candour, Dignity & Respect, 6 C's, Values & behaviours	Once Only	✓	✓	✓	✓	✓	✓	✓	✓
Information Governance	Once Only	✓	✓	✓	✓	✓	✓	✓	✓
Annual Leave Entitlements	Once Only	✓	✓	✓	✓	✓	✓	✓	✓
Human Resource Policies	Once Only	✓	✓	✓	✓	✓	✓	✓	✓
Clinical Procedures and Policies	Once Only	✓	✓	✓	✓	✓	✓	✓	✓
Location of Policies and Procedures	Once Only	✓	✓	✓	✓	✓	✓	✓	✓
Complaints and Grievance Procedure	Once Only	✓	✓	✓	✓	✓	✓	✓	✓
Familiarisation and instruction on use of specific equipment and procedures	Once Only	✓	✓	✓	✓	✓	✓	✓	✓
Explanation of dress code	Once Only	✓	✓	✓	✓	✓	✓	✓	✓
The Care Certificate	Once Only					✓	✓		
Individual Bespoke practice topics e.g Well being & staff Engagement	Once Only	✓	✓	✓	✓	✓	✓	✓	✓

2.2 Statutory & Mandatory Training

The following table (2.1) defines the content for a consistent Statutory and Mandatory training programme for all East Cheshire GP Practices. The subjects defined can either be delivered via e learning, face to face delivery or a blended approached can be used.

Table 2.1 - Core Statutory and Mandatory Training

Statutory & Mandatory Training	Frequency	GP Partners	Salaried GP's	Nurse Practitioners	Practice Nurses	HCA's	Phlebotomists	Staff Management	Admin
Chaperoning	3 Years	✓	✓	✓	✓	✓	✓	✓	✓
Equality, Diversity & Human rights	3 Years	✓	✓	✓	✓	✓	✓	✓	✓
Health & Safety (inc. DSE)*	3 Years	✓	✓	✓	✓	✓	✓	✓	✓
Fire Safety	Annually	✓	✓	✓	✓	✓	✓	✓	✓
Conflict Resolution	3 Years	✓	✓	✓	✓	✓	✓	✓	✓
Infection Control									
Level 1 - All staff	3 Years	✓	✓	✓	✓	✓	✓	✓	✓
Level 2 - Healthcare staff involed with patient care	Annually	✓	✓	✓	✓	✓	✓	✓	✓
Manual Handling									
Level 1 - All staff	3 Yearly							✓	✓
Level 2 - Healthcare staff involed with patient care	Annually	✓	✓	✓	✓	✓	✓		
Safeguarding Adults	3 Yearly	✓	✓	✓	✓	✓	✓	✓	✓
Safeguarding children									
Level 1 - All staff	3 Yearly							✓	✓
Level 2 - Healthcare staff involed with patient care	3 Yearly	✓	✓	✓	✓	✓	✓	✓	✓
Level 3 - Clinical staff working with Children & Young people	Annually	✓	✓	✓	✓	✓	✓		
Resuscitation									
Level 1 - All staff	3 yearly							✓	✓
Level 2 - Healthcare staff involed with patient care	Annually	✓	✓	✓	✓	✓	✓		
Level 3 - Clinical staff Who are part of a resusitation team	Annually								
Information Governance	Annually	✓	✓	✓	✓	✓	✓	✓	✓

✓   Training must be undertaken

2.3 Appraisal

The Training Needs Analysis report revealed a mixture of appraisal models currently in use within the practices. There was evidence of some good practice which again should be noted. However the models all varied in terms of rigor and compliance with best practice

A robust appraisal system will provide a tool to allow the practices to gather the relevant information required to develop role specific learning and development plans for all staff groups. This information should then be used to establish what training courses to commission / provide. This process will also assist practices with NMC Nurse Revalidation and succession planning. A good appraisal system needs to be underpinned by a robust appraisal policy. Suggested appraisal documentation has been developed and included in this framework (Appendix 1). To support NMC Nurse Revalidation supporting documentation has also been included (Appendix 2) which can complement the appraisal process.

2.4 Role Specific Training

Role specific training and its frequency has multiple determining factors. For example training maybe required as a result of Statutory and Mandatory regulations, specific to a role, CQC requirements, risk determined, business need, for Continuous Professional Development (CPD) and best practice.

Non – Clinical Role Specific Training

Table 3.1 below details examples of some non-clinical role specific training courses. However as stated such courses will be determined by the outcome of the appraisal process, personal development plans, local and national legislative recommendations, plus individual practice requirements. Subjects can either be delivered via e learning, face to face delivery or a blended approached can be used

Table 3.1 provides examples of Role Specific Non-Clinical training. This is not an exhaustive list and will be subject to the criteria stated above

✓ Training must be undertaken

Non - Clinical Role Specific Training	Frequency	GP Partners	Salaried GP's	Nurse Practitioners	Practice Nurses	HCA's	Phlebotomists	Staff Management	Admin
First Aid (Designated first Aiders)	Annually								
Skills for people Management	CPD Determined							✓	
Appraisal / Appraisee training	CPD Determined	✓	✓	✓	✓	✓	✓	✓	✓
Customer Care	CPD Determined	✓	✓	✓	✓	✓	✓	✓	✓
Emotional resilence	CPD Determined	✓	✓	✓	✓	✓	✓	✓	✓
Team Leader Programme	CPD Determined			✓	✓			✓	
Lean Thinking	CPD Determined	✓	✓	✓	✓	✓	✓	✓	✓
Coaching Skills	CPD Determined	✓	✓	✓	✓			✓	

Clinical Role Specific Training

Clinical role specific training will be determined by the role of the Clinician and any relevant legislation or best practice for that role and any specific practice requirements. The CCG Nurse training lead is also currently developing a training program for Practice Nurses which once confirmed will form part of this section of the framework. Table 3.2 below details examples of some clinical role specific training courses. Subjects defined can either be delivered via e learning, face to face delivery or a blended approached can be used

Table 3.2– provides examples of Role Specific Clinical training - This is not an exhaustive list and will be subject to local and national legislative recommendations and individual practice requirements. * Its Best Practice to *Consider the Care certificate for other "Clinical staff"*

✓ Training must be undertaken

Clinical Role Specific Training	Frequency	GP Partners	Salaried GP's	Nurse Practitioners	Practice Nurses	HCA's	Phlebotomists	Staff Management	Admin
The Care Certificate (Commence upon Induction)	Once Only					✓	✓		
Immunisation Training									
Initial Course	Once Only	✓	✓	✓	✓	✓			
Update Course	Annually	✓	✓	✓	✓	✓			
Anaphylaxis Awareness	Annually	✓	✓	✓	✓	✓	✓		
Clinical Excellence in Ear care Initial Training									
Initial Course	Once Only	✓	✓	✓	✓	✓			
Update Course	3 Yearly	✓	✓	✓	✓	✓			
Cytology	3 Yearly	✓	✓	✓	✓				
Venepuncture Training									
Initial Course	Once Only	✓	✓	✓	✓	✓	✓		
Update Course	3 Yearly	✓	✓	✓	✓	✓	✓		
HCA National Minimum Training Standards	Once Only					✓			
Chronic Disease Management Asthma, COPD, Diabetes	CPD Determined			✓	✓				
Basic Wound Care	Once Only			✓	✓	✓			
Vitamin B12									
Awareness	Once Only			✓	✓	✓			
Awareness & Administration Course	Once Only			✓	✓	✓			
Medical Devices	Device Dependent		✓	✓	✓	✓	✓		
Control of Substances Hazardous to Health (COSHH)	Risk Determined	✓	✓	✓	✓	✓	✓		
Medicine Management	CPD Determined	✓	✓	✓	✓	✓	✓		
Mental Capacity Act / Consent/Duty of Condor	3 Yearly	✓	✓	✓	✓		✓		
Sexual Health / Family Planning	CPD Determined	✓	✓	✓	✓				

2.5 Learning Management System (LMS)

Practices identified Health Education England's e-learning for Healthcare (e-LFH) and Blue Stream Academy as current LMS systems. User satisfaction with both systems in terms of usability and functionality varied. Some practices only recorded learning & development activity on Microsoft Excel and payroll systems.

The practices stated that they wanted an LMS with the following functionality:

- Hosts a Training Directory
- Allows Manager and employee self-service access to book themselves onto courses
- Records Training data with the ability to produce reports and flag when Statutory & Mandatory training updates and appraisals are due
- Allows for the use of external training data input
- Host a library of relevant e-learning programmes
- Provide reports to enable monitoring with compliance and to plan for the future

There are various LMS systems on the market accessible to all of the practices, however the Relias LMS system will fulfil all of the above criteria.

The Relias LMS will also allow practices to:

- Create practice specific courses and automatically assign courses by role, continuously tracking compliance.
- Course prospectus development and maintenance, with the ability to recommend courses and define their frequency and provide a manager information dashboard.
- Link roles and courses to NMC Revalidation and the Care Certificate requirements.

3   Conclusion

The above provides a Learning and Development Governance Framework for the East Cheshire GP Practices. If implemented the framework will assist CQC compliance and staff development. Investing in staff today will influence the care and services delivered in the future. To enable the future success of the services provided by the practices, it's essential that the workforce have the right knowledge, skills and experience to deliver quality services, increase patient confidence by improving the service user experience, support NMC revalidation, CQC and QOF compliance.

Appendix 1 - Suggested Appraisal Framework

This template will require additional discussion and modification

APPRASIAL FRAMEWORK DOCUMENTATION
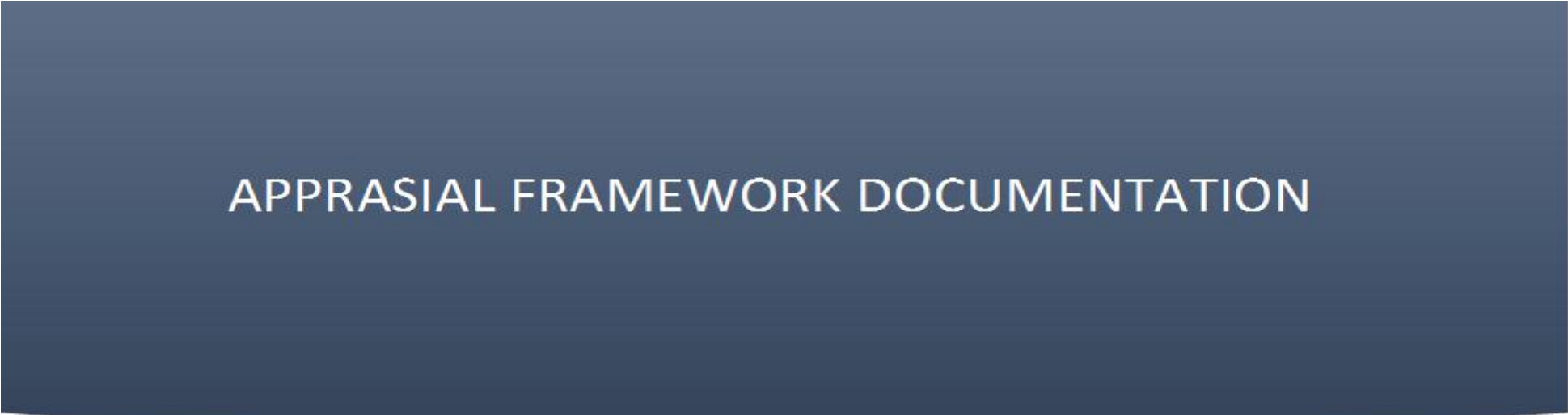
Appraisal and Personal Development Plan

Name		Department	
Job Title		Date of Meeting	
Surgery		Name of Appraiser	

Section 1A: This is your opportunity to reflect on your last 6/12 months in post – to be completed prior to meeting by appraise

What has gone well for you?

What do you feel you have achieved?

Have you experienced any disappointments?

My health and wellbeing: My health and wellbeing has felt at its best when….

This would improve if…..	Actions agreed at meeting.

What do you enjoy the most and why?

What do you least enjoy and why?

Have you acquired any new skills?
Is there any training that you feel would improve your performance?
Are there any other issues that you would like to discuss at your meeting?

Section 1B: Please complete a review of your objectives from your last appraisal. This will be further discussed in your meeting. Please use the following assessment criteria.

Achieved more than original objective	4
Achieved	3
Partially achieved	2
Not met	1
No previous objective set	N/A

Objective from previous period	Self-Assessment	Manager's Assessment	Summary of your achievements against objection or rationale as to why they have not been fully met	Agreed joint assessment	Action Required (S.M.A.R.T)

Section 2: Please complete this assessment of your current knowledge and skills. Please use the following assessment criteria.

Outstanding	5	Performing a t a level above and beyond the duties of the current positions requirements.
Excellent	4	Excellent performance. Performing all duties to a high standard with positive measurable results.
Fully competent	3	Solid performance. Performing all duties as directed with minimal supervision.
Needs improvement	2	Not fully competent, needs development and support in current position
Unsatisfactory	1	Unsatisfactory performance requiring major improvements, performance is below what is expected at current level and position. Requires significant development and support

Skill/Knowledge	Self-assessment	Manager's assessment	Evidence of your performance	Agreed joint assessment	Action Required (S.M.A.R.T)
e.g. customer care					*I.e. if needs improvement will need to be added to personal development plan*
e.g. communication					
e.g. health, safety and security					
e.g. accuracy of reports/data produced					
e.g. relationship with colleagues/patients					

Section 3: Agreeing your objectives for the next 12 months. These will be agreed with your line manager at your appraisal meeting

Objectives should be SMART (Specific, Measurable, Achievable, Realistic and Time Bound)						
Objective for the year	How is this going to be achieved? What is the expected outcome? How will this be measured?	Time Scale	Further support, development or resources required?	Three monthly review – how have these progressed since your appraisal	Six monthly review - how have these progressed since your last review	Nine month review - how have these progressed since your last review

Section 4: Personal Development Plan- Please complete dates of attendance for all training as detailed below:

Essential Training	Date Completed	Other Essential Training	Date Completed
e.g. information governance		*e.g. basic life support*	
e.g. clinical mandatory training		*e.g. equality, diversity and inclusion*	
e.g. moving and handling		*e.g. immunisation update*	
e.g. safeguarding level one		*e.g. B12 injection training*	

Development activity – includes any needs identifies as part of reflection and objectives	How will this be addressed?	Agreed date for completion	Outcome *What will be different when the development activity is achieved?*	Review of progress dates

Summary of your performance and development

Appraiser's summary comments on performance and development over the past year	Appraisee's summary comments on performance and development over the past year
Date and signature of appraiser	**Date and signature of appraisee**

Appraiser to add details to the practice development needs form and return to *e.g. central training point*

Practice Training/Development Needs Form. NAME OF PRACTICE

Name of staff or total number of staff requiring training	Job Title/s	Training required - please provide as much detail as possible	Priority for Practice
			High – Essential for role **Medium – Essential for or supporting service improvement** **Low – Personal Development only**
			High – Essential for role **Medium – Essential for or**

			supporting service improvement **Low – Personal Development only**
			High – Essential for role **Medium – Essential for or supporting service improvement** **Low – Personal Development only**
			High – Essential for role **Medium – Essential for or supporting service improvement** **Low – Personal Development only**
			High – Essential for role **Medium – Essential for or supporting service improvement** **Low – Personal Development only**

Appendix 2 - Suggested NMC Revalidation Framework

This template may require additional discussion and modification following the recommendations of the NMC Revalidation pilot October 2015

NMC NURSE REVALIDATION DOCUMENTATION

NAME	....
NMC PIN	....
REVALIDATION DATE	....

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PRACTICE FEEDBACK LOG

Date	Practice Feedback Description	Linked to Code area Prioritise People Practice effectively Preserve Safety Promote professionalism & Trust	Additional Comments

CONTINUING PROFESSIONAL DEVELOPMENT LOG

Participatory **/ Non participatory**

Date	Description of the CPD Event	Linked to Code area Prioritise People Practice effectively Preserve Safety Promote professionalism & Trust	Hours participatory / non participatory	Reflective Account Log	Professional Discussion linked to the code and Date taken place

REFLECTIVE ACCOUNTS

Reflection Number :	
What was the Nature of the CPD / Feedback Activity?	
What did you learn?	
How did it change your Practice?	
How is it relevant to the code?	