

Report to:	Public Board of Directors	Agenda item:	18
Date of Meeting:	31 July 2019		

Title of Report:	Learning & Development Annual Report
Status:	For Information
Board Sponsor:	Claire Radley, Director for People
Author:	Nardina Storey, Head of Learning and Development
Appendices	Appendix 1: Learning and Development Annual Report

1. Executive Summary of the Report
<p>This report covers the year April 2018 to March 2019. This year we have continued to provide a full and wide range of training for all staff.</p> <p>Our vision Is to be a centre of best practice for learning and development.</p> <p>Achieving this means: We will work closely with individuals and teams to understand their needs. We will be responsive and flexible in meeting those needs. We will be inquiring and innovative in our practice.</p>

2. Recommendations (Note, Approve, Discuss)
This report is for information.

3. Legal / Regulatory Implications
There are no legal or regulatory implications of the report.

4. Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc)
None

5. Resources Implications (Financial / staffing)
None

6. Equality and Diversity
None

7. References to previous reports
None

8. Freedom of Information
Public

**Learning and Development
Annual Report
April 2018- March 2019**



Everyone
Working **Matters**
Together
Making a
Difference

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1. Induction

RUH Corporate Induction provides a welcome to the new starters joining the organisation. It is designed to provide a high level introduction to key areas such as Trust priorities, values and management team, alongside key sessions which have been identified as practical and useful for new staff, such as payroll, recruitment, information governance and IT services.

Inducted 1038 new starters from April 2018 – March 2019

	Count of Delegate
Add Prof Scientific and Technic	32
Additional Clinical Services	359
Administrative and Clerical	209
Allied Health Professionals	62
Estates and Ancillary	74
Healthcare Scientists	13
Medical and Dental	153
Nursing and Midwifery	136
Grand Total	1038

A review of induction is currently being undertaken which will be completed by April 2020. The purpose is to reduce the delay caused by the current induction process to new staff joining their ward/department. This project is about implementing a flexible approach so new starters can join the RUH on any day and at any time, where possible.

Getting the induction process right can help new employees settle into their new work environment, be productive as quickly as possible, work safely and give them a sense of belonging. A positive induction process means a person is more likely to be engaged and less likely to leave.

2. Mandatory training

Overall Trust Compliance as at 31/3/19

At the end of the year 2018/19 overall mandatory training compliance was 87% against a target of 90% (including bank). The figure was 89.1% excluding bank staff.

The table below shows compliance by quarter over the year 2018/19:

Quarterly mandatory training compliance 2018/19 (inc Bank)				
Q4	Q1	Q2	Q3	Q4
31/03/2018	30/06/2018	30/09/2018	31/12/2018	31/03/2019
88.4%	87.5%	86.9%	87.5%	87.0%

The overall compliance figure is calculated from the 23 mandatory subjects currently reported to Management Board. Over the year the subjects included have changed slightly with the removal of Dementia Level 1 and Level 2 (which both had high compliance) and the introduction of Prevent WRAP Tier 2, with lower compliance.

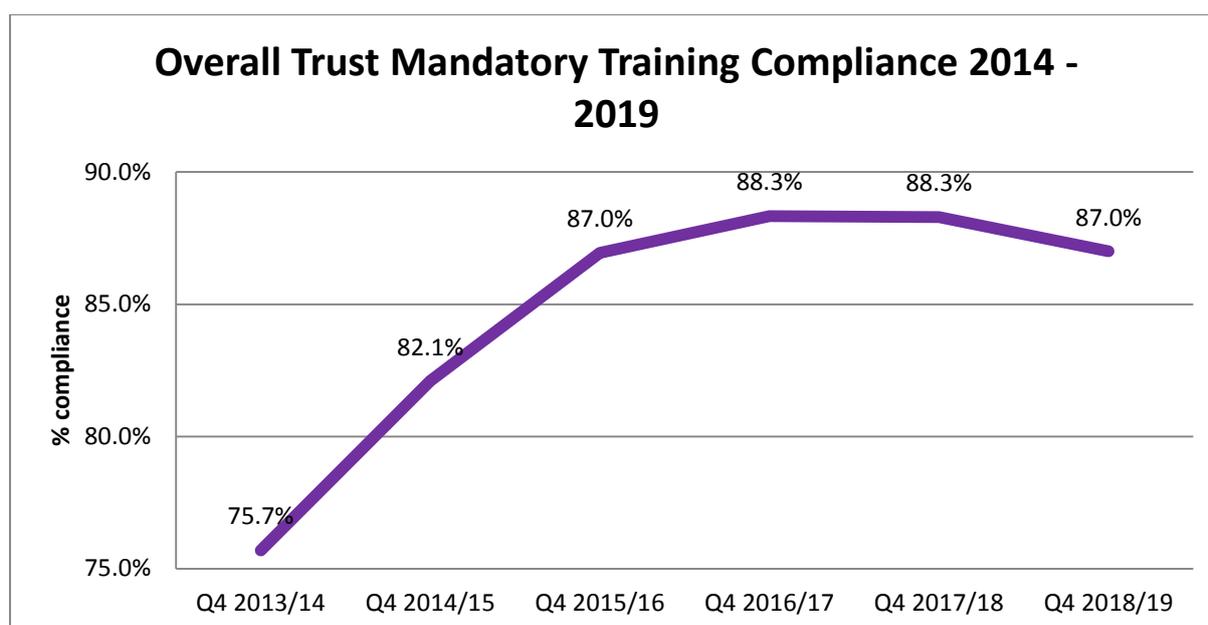
Number includes staff on long term sick and new starters still completing mandatory training within the agreed timeframe.

The table below shows compliance by Trust Division:

Mandatory Training Compliance by Division	
Division	Q4 2018/19
427 Corporate Division	90.0%
427 Surgical Division	90.0%
427 Women and Children's Division	89.7%
427 Medical Division	88.7%
427 Facilities Division	88.3%
427 Bank	72.3%
Overall Trust compliance	87.0%
Overall Trust compliance without Bank	89.1%

Over the past 5 years training compliance has steadily increased until reaching a 'plateau' in 2016/17. Compliance has dropped slightly since then, after getting close to the target of 90%.

Overall Trust Mandatory Training Compliance 2014 – 2019 (including Bank)



3. Leadership & Management Development

Enhancing Leadership capability

First Line Manager Leading for Quality Programmes

56 leaders have attended the first line or leading for quality programme this year completing a number of study days as a cohort covering areas such as values-based leadership, managing change, managing people, effective communication and leading a high-performing team.

Graduate Management Training Scheme (GMTS)

In September we welcomed 2 trainees in General Management and HR for their first placement on the scheme and their first experience of the NHS. Both trainees completed a 20 day orientation and have commenced their placement in November. Trainees will move on to their flexi placement in September 2019 but will continue to receive programme and placement support from the RUH.

People Management Programme

The People Management Programme is a suite of skills based courses aimed at Supervisors and Managers who are responsible for managing staff.

Module	Number of staff attended
Appraisal training	132
Effective conversations	69
Supporting attendance	51
Skills for managers	50
Managing performance	39
Managing a team	34
Recruiting the best staff	32

Building coaching and mentoring capacity and use

This year we have provided **87 hours** of coaching to leaders who needed support and an opportunity to stretch.

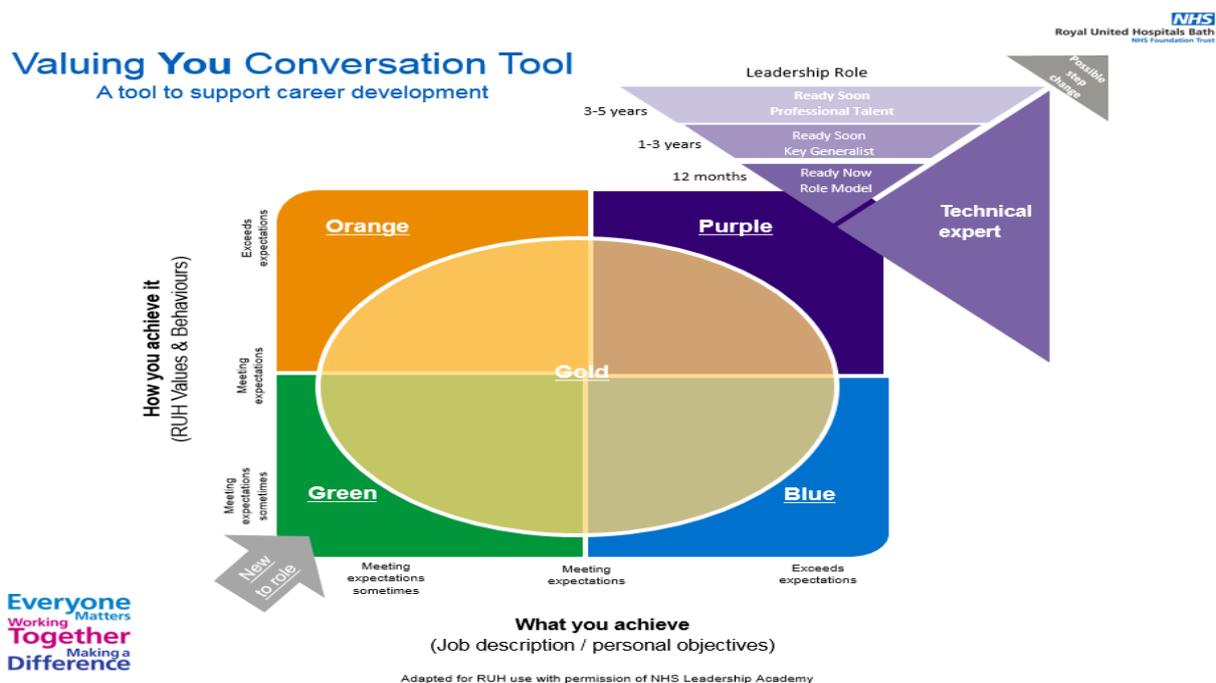
We have trained 3 facilitators to roll out coaching skills for leaders programme in 2019.

Quality Appraisals and Talent Management

We have facilitated 360 feedback using the Healthcare Leadership Model to 12 leaders.

An additional 5 facilitators have been trained to give feedback and we will be using this model to support leadership development and talent management across the trust.

The Valuing You conversation tool has been developed further following a pilot last year and will be rolled out in 2019 to support appraisal and talent development conversations.



Investing in teams

We facilitated **team development** days for 95 staff in 10 teams using the Clarity4D model which is a tool to support self-awareness of preferences and recognising preferences in others.

We provided bespoke team development facilitation for 13 teams.

We facilitated 16 listening events to support RNHRD and Therapies integration.

We supported the Improving Together Programme as a facilitator and coach.

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4. Widening Participation

Supporting young people into work

Work experience systems review

In autumn 2018, the WP team undertook a systems review of work experience.

- There was no direct correlation between RUH workforce planning priorities and resources allocated to work experience.
- Work experience heavily skewed towards those making applications to medical school.
- Unsustainable work experience peaks absorbed too many resources to manage effectively, particularly during the summer months.
- Inefficient processes were heavily reliant on administration within the Widening Participation team.
- There was no clear agreement from departments at the start of application rounds on numbers of available placements and dates for work experience.
- Recruitment checking process was time consuming and potentially overly burdensome for the very short period of time actually on offer, particularly when compared to other local Trust practices.
- Despite significant progress towards a standardised open application portal and short-listing where appropriate, 26% of applicants secured work experience through a personal contact in 2017/18.
- From this, we process-mapped the current system, and then engaged and shared our findings with stakeholders for their input. We also consulted with partners from across the region to establish benchmarks.
- With stakeholders, we agreed the following purpose statement for the RUH work experience, **Transparent, equal and fair system, that's speciality/department specific and meets/responds to workforce needs to sustain the delivery of care at the RUH.** With stakeholders, we also developed a new careers engagement pathway.
- The systems thinking review confirmed our summary of the current situation in relation to the above statements. We proposed a redesigned careers engagement / work experience system and pathway was approval.

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Since the review, the following has been achieved:

Evening careers event in March – We have held an evening careers fair attended by 117 local young people from 29 schools and colleges from the catchment area that attended to find out more about careers in the hospital / NHS. We had representation from doctors, nurses, physio, healthcare sciences, radiography, estates, HR, and administration. The event had some really positive feedback, with 100% of respondents to our Survey Monkey (25 in total) saying that they would recommend this event to a friend.

Healthcare Science workshop pilot – There were a series of workshops with 25 students attending (in Year 10 and 11) attended an afternoon workshop in March to promote careers in Healthcare Science. They had the opportunity to have a go at hands-on activities run by specialities, such as Vascular Science, Pathology and Nuclear Medicine.

Work experience – Previously, we have used one NHS jobs vacancy as a blanket for all work experience but found this heavy in resources, with obstacles to achieving the required outcome. Our work experience has taken place in 48 departments, where we had 166 young people have completed work experience which equates to almost 500 days of work experience. Our RUH careers ambassadors have attended 28 schools and colleges events.

After consideration, the best way to move this forward was to advertise vacancies through NHS jobs for each profession across the Trust. This model is being piloted for the work experience moving forward into 2019/20.

Apprenticeship

The Widening participation (WP) team over the last 12 months has been working hard to communicate the apprenticeship opportunities available across the trust. During this time the team has been working closely with the Nursing work force to help to produce the Journey into Nursing.

The Apprenticeships that the RUH have procured so far are; Assistant Practitioners, Business Admin, Accountancy, Healthcare Science, Health Care Support, Customer Service, Facilities, Team Leader, Hospitality, Operations Department Manager, Pharmacy Services, Medical Secretary, Project Management, Engineering & Nursing Associate. The RUH currently have 177 apprenticeships on programme, this equates to 3.2% of the workforce for both clinical and non-clinical staff.

Staff develop excellent employability skills, in many cases exceeding those required for the qualification. They achieve industry standard qualifications that enhance their career prospects both within the RUH and for their future career and they value these qualifications highly. Very good progression opportunities to higher-level qualifications are also offered.

Functional Skills are delivered by the college outside of the apprenticeship. This allows staff to attend the afternoon training to ensure that they have the necessary entry requirement for the appropriate apprenticeship. The difficult operational

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environment often creates challenging time restraints that can limit these opportunities for the staff to practice and develop some of the skills required for the apprenticeship.

The Widening Participation team provide excellent support to all staff. They offer Information, Advice and Guidance (IAG) on personal and professional development and provide a flexible programme of learning to suit the working environment and the availability of the staff.

Management information is used very effectively to set targets and monitor the progress of our staff. This will use this to encourage staff to complete their qualifications/apprenticeship in some areas. It takes into account operational and training requirements and ensures that the majority of staff achieves their qualifications in a timely way.

5. Resuscitation and simulation training

Two major trust wide service changes

In June 2018 after an extensive tender process the Resuscitation and Clinical Simulation Team replaced all existing Resuscitation Trolleys with new trolleys, this reflects the evidence from safety-conscious organisations in providing standardisation and minimising variability. Training was provided to staff as part of the Trust wide roll out.

Eighty-three new defibrillators have been purchased and are ready for deployment with an extensive plan for the roll out.

Simulation training

In Addition to the standard resuscitation simulation training, 996 people were trained using simulation for the following staff groups:

- trust wide support to implement NEWS 2
- radiotherapists upskilled to manage the deteriorating patient and identify sepsis
- Multi-disciplinary point of care simulation training to RNHRD and birthing centres
- International nurses successfully supported with their OSCE preparation
- Radiographers trained to deliver adrenaline in anaphylaxis, enabling Contrast CT's to be performed in the absence of a Radiologist in the Department.
- Simulation to deliver learning and observation of skills learnt to support HCA Foundation in Clinical Skills
- Simulations to support World Sepsis day

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Mandatory training

Total number of staff trained is **5084**

- **1223** Multi subject day
- **1598** Resuscitation specific courses including nationally accredited Resuscitation Council UK courses
- **563** Initial mandatory training on induction
- **1700** have completed/ refreshed Conflict Resolution training

Working together to strengthen our community

Annually the Resuscitation and Clinical Simulation Team support the British Heart Foundation with 'World Restart A Heart Day', which is community training event supporting schools, clubs and youth events.. In addition the team went to the Bath Rugby Rec to provide basic life support training to their supporters. The numbers of staff trained during the events include;

- **110** of the public had hands on CPR training at Bath Rugby club around the Bath vs Toulouse match at the Rec.
- **99** Year 12 pupils were supported with simulated skills and CPR during the Sixth Form Conference, the students attended from a range of local schools and sixth form colleges.
- **59** Non clinical staff working at the RUH received CPR training.
- **22** of our RUH members did hands on CPR at one of their events
- **16** GP's had CPR training and resuscitation updates
- **20** Rainbows did CPR training

Human Factors Training

The existing human factors training course was extended to support organisational learning. In recognition of the expertise held in Human Factors by some of the Resuscitation and Clinical Simulation Team members, the Resuscitation Services Manager Gabrielle Bignell conducted a Human factors Analysis in addition to the Route Cause Analyses (RCA) to support organisational learning following a Serious Incident. In addition to this a new Paediatric Human Factors course was designed and implemented to support the paediatric multi- disciplinary team and share learning. This Human Factors training can be adapted in the future to support and train other teams within the Trust.

National Cardiac Arrest Audit (NCAA)

The Resuscitation and Clinical Simulation Team follow up all 2222 calls in the Trust utilising the CARLA system, established for switchboard to log all 2222 cardiac arrest calls. The NCAA data is collected and submitted by the team. NCAA is the only

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national clinical audit that monitors and reports on the incidence of, and outcome from, in-hospital cardiac arrest. We then use this information to identify improvements to both practice and the service.

01 April 2018 to 31 December 2018:

- **245** adult cardiac arrest calls
- **56** individuals had a cardiac arrest that met the NCAA scope
- **62.8%** of patients had return of spontaneous circulation
- **32.6%** survived to discharge home

6. Academy Library & eLearning support

The RUH Academy Library provides library and information services to all staff working for the Royal United Hospitals Bath Foundation Trust, Sirona Care & Health, Virgin Care in Bath and North East Somerset and Wiltshire, Wiltshire Clinical Commissioning Group and Public Health staff in Bath and North East Somerset and Wiltshire.

The Library also provides services for students on placement at the Royal United Hospital Bath, including those from the University of Bristol and the University of West of England.

We also support RUH staff in the completion of their online mandatory training via eLearning.

We were honoured to be awarded 'RUH Most Innovative Team 2018' and 'Team of the Month for December 2018' for our unique Audiobooks for Dementia Patients Project. This project provides dementia patients and anyone else who could benefit from the service, with audiobooks to listen to during their stay on the wards. We have had some great feedback, such as the audiobooks helping to improve the patients' experience of staying at the RUH, and in certain cases have helped with some challenging behaviours. This project is the only one of its kind in the UK and articles about it have now been published in three journals.

We now have 3611 Academy Library members.

We undertook 398 literature searches for staff (the average time per search was 77 minutes). We also supplied 4276 articles and books from our own collection and from our links with other health libraries across the country.

Six library impact case studies have been approved for inclusion in the national Knowledge for Healthcare Impact database, and five have been flagged for advocacy purposes and "Impact Vignettes" created.

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A wide range of current awareness services are delivered on a regular basis to staff.

We supported 1841 staff with their eLearning and 53% of recorded learning was completed online (28066 completions, an increase of 41% on the previous year).

7. eLearning

Learning Technology

With more training subjects moving from face to face delivery to eLearning, 53% of recorded training was completed online this year. The eLearning completions have risen dramatically to 28,066 which is 41% up on last year. 90% of this eLearning completed on ESR, is locally produced eLearning.

In December the Trust moved up to being number 1 in the south west region for eLearning completions amongst organisations that are using ESR as their learning management platform.

Feedback on local eLearning is positive with 88% of staff recommending eLearning to a colleague. Where eLearning isn't recommended it is usually due to it being mandatory training or the eLearning may need to be refreshed with new information.

Two locally developed eLearning programmes were also launched this year. They were X-ray Interpretation of Nasogastric Tube Placement and the Waste Challenge. These programmes were developed in collaboration with staff working at the Trust.

Videos were also produced for the promotion of Mo (formally Thanksbox) and eLearning modules.

The Learning Technologist co-hosted TEL Friday. TEL Friday is an online programme created in collaboration with other Trusts that shares innovations in health and learning technology. The show is broadcast live from Torbay Hospital. It is available for anyone to watch on [YouTube](#).

The Learning Technologist attended a Peer Assist with Health Education England and the Library Knowledge Service to start to look at how Trusts could measure the impact of eLearning. The peer review process and resources available were then shared with the education centre team via the monthly team meeting along with an update on technology from the Learning Technologies Conference.

8. Areas of Focus 2019-2020

Mandatory training

Induction and mandatory training for new staff will be improved by the creation of a new flexible induction process including a 'one stop shop' web platform for new starter information, a face to face welcome and mandatory training which can be accessed in a flexible way to fit with the new member of staff's needs.

An increasing amount of mandatory training completed previously at another trust will be transferred electronically to the RUH thus avoiding the need for repetition. The L&D team are able to influence the use of this streamlining process

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by our neighbouring trusts through membership of local networks and thus improve the experience for staff joining the RUH.

Reporting of mandatory and essential training compliance is constantly evolving and improving. Access to a new suite of detailed reports will now be rolled out to all subject matter experts to provide access to detailed information which will aid monitoring, targeting training and improving compliance.

A new process for approving the introduction of new mandatory or essential training has been agreed to ensure that the right training is delivered to the right staff and eLearning in 9 new subjects is being rolled out from July.

Leadership & management development

A pilot group will be using a new '**valuing you**' **conversation tool** to support talent management conversations with staff, and outputs will be shared at the Trust's first Talent Board in October.

In order to support our leaders with coaching and mentoring we have 4 trained facilitators delivering a new **coaching skills** programme.

We will continue to identify and work with **teams** who need to grow, transition or develop.

We will continue to support individuals and teams to **embed the Trust's values and behaviours** in every area of the work and relationships.

Widening Participation

Apprenticeship

We will increase the variety of apprenticeships on offer to provide, high quality of safe patient care, by enabling staff to progress further in their careers and education, a foundation that works to improve social mobility.

Work experience

We are building on relationships with local authorities to assist in sustain employment by introducing young people who are not in mainstream education to the reality of working life within a willing organisation.

Resuscitation/Clinical Skills/ Simulation Team

Complete the trust wide deployment of the new defibrillators over the coming 4 months.

Academy Library

An important aim for the coming year is to increase capacity and study space for our staff and students, aided by the planning and development of a new library-based IT suite.

We will be focusing on continuous improvement of our service delivery by meeting the requirements and standards of the recently introduced QI Outcomes Framework for NHS Libraries.

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eLearning

The focus for the year coming will be on exploring technology enhanced learning (TEL) opportunities and working with Health Education England to review how to measure the impact of TEL.

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