

**Multidisciplinary and Professional Development Overview-  
Developing Excellence  
2012-14**

Multidisciplinary Education Centre  
Mission Statement

**To provide a first class education and training service that is responsive to service needs, improves clinical outcomes and enhances patient experience.**



INVESTOR IN PEOPLE

# **Multidisciplinary and Professional Development Review- Developing Excellence 2012-14**

## **Introduction**

Stockport NHS Foundation Trust has an integrated development centre, Pinewood House, and a Training and Development Team of healthcare professionals which supports service, career and personal development activities. As an associate teaching hospital the Foundation Trust has built a strong reputation for development across a wide number of staff groups and this paper will set in context the multidisciplinary approach taken by the Trust together with the plans for future progress.

The education building provides an excellent learning environment with a clinical skills laboratory, library, resuscitation room, simulated learning suite (SIM) E-learning suite, lecture theatres and a range of seminar rooms. Although the building was constructed during the 1990's the fabric and overall upkeep of the building have ensured that it is a well regarded and well used facility set at the heart of the hospital site. The small team provides a wide range of courses, training and research services and has received excellent accreditation through the retention of the Investors in People award for over a decade.

One of the benefits of the integrated education centre is that all staff groups mix on a routine basis and a key feature of future developments is to ensure that the multidisciplinary element of future training is embedded in the overall workforce strategy. It is an exciting time for training and development as nationally the drive is to ensure that employer based representation is strengthened so that commissioning of national training and development (e.g. Allied Health Professionals, Nurses, Doctors etc.) will be influenced by local healthcare organisations who will have a significant input into the training offered and the qualifications given. The new Healthcare Education England (HEE) is likely to be established in 2013/14 and work has already commenced on how this commissioning will be put in place. From 2012 the local "Skills Networks" of employers will take on many of the workforce functions currently discharged by the SHA. This will ensure that the partnership working with universities, other education and training providers and local authorities will be strengthened. It will be a challenge to maintain the quality of training whilst providing to larger numbers of people, with assurance being requested regularly.

## **Developing Appropriate Training Modules**

The ethos of all the training and development programmes is to ensure that the values, principles and objectives of the Trust are maintained and developed through the provision of appropriate courses and services. The work of the education centre is built from service development plans from the five business groups and corporate services together with the overarching strategic objectives. Each area develops their Training Needs Analysis which identifies a range of requirements which are assessed and mapped into the annual on line training and development programme. This programme, covering more than 150 pages, covers clinical skills, professionally registered and supporting clinical development for nurses, AHP etc., e- learning, mandatory training and community specific training. In line with changes to technology many more of these developments are now delivered through e-learning and other media based technologies.

One of the key requirements for any training and development programme is to give assurance to the Board of Directors that all statutory and mandatory requirements are met. These will include Health and Safety guidelines, Manual Handling, Management of Risk, Safeguarding of Vulnerable Adults and a range of other statutory requirements for healthcare staff. In order to meet this requirement mandatory training days are held twice a month often with excess of 70 staff attending. The assurance that staff have completed these programmes is followed up through administrative support. Whilst this work is onerous for the training team it is essential to give assurance for patient care that minimum standards across this range of work is completed biannually by every member of staff, and recorded for NHSLA accreditation.

### **Forward Plans for Key Training and Development Areas.**

In order to reflect the requirements of the overall Trust objectives the training and development team have set out key development areas and these are highlighted below:

- Multidisciplinary Clinical Knowledge and Skills – In house clinical skills workshops reflecting the needs of different patient groups e.g. stroke, dementia, surgical interventions etc.
- Simulation Suite – This is now used to enable multidisciplinary teams learning together and practice using the TEL (Technology Enhanced Learning) involving interactive “dummies” one of which can now be used in off site venues.
- NVQ’s at Level 2 and 3 – These are made available for a range of support staff. This has been improved over the last few months with the “Skills for Health” organisation which is now promoting apprenticeships in line with government policy. At present we have almost 90 staff working through these apprenticeship models supported by the training and development team
- Continuing Professional Development (CPD) is enabled through the training and development department and supported by a budget from the Strategic Health Authority. This enables qualified staff to access external qualifications, workshops and training activities which are specialised and organised on a regional basis.

### ***Leadership and Management Development***

Leadership capacity and capability are central to the delivery of all service plans and work has been undertaken over a number of years to establish a strong core programme to develop managers across a range of skills. There have been programmes provided externally through organisations such as the American Advisory Board and most recently we have worked with the Institute of Healthcare Managers (IHM) to pilot a programme of reflective learning for managers at senior, middle and supervisory level. This latest programme has been enabled through an e-learning module and mentor support on line. The cornerstone of the leadership programme is an effective appraisal system which ensures managers provide good feedback to staff at all levels and identifies potential for development or the need for correction if problems have been identified.

Last year the team developed and implemented a very successful series of workshops under the banner of the “Senior Manager Academy” which covered business service and personal skills and this is now being rolled out to aspiring managers. In addition to the workshops a series of action learning sets were put in place to support groups of managers working through the programme.

During 2012 a new ward leadership development programme is being set up. This bespoke programme designed with the help and support of the Director of Nursing and her team aims to provide the knowledge and skills to ward leaders to ensure the management of an effective and productive ward environment. Modules will include knowledge and skills development, technical knowledge and interpersonal skills. Whilst there have been previous programmes such as the RCN development programme this is an innovative initiative which will run over 6-9 months and give assurance of the standards required for these extremely difficult and challenging roles.

### ***Organisation Development and Facilitation***

In addition to the formal courses and programme management, the team provides a range of facilitation and counselling/coaching inputs for the Trust as a whole. Team building is offered on a one or two day basis to staff groups or departments together with supporting larger conferences for different groups such as the successful administrative and clerical conference held last year. The team also provide help and support in a range of celebrations including the gala awards, the celebration of learning and achievements and fun days.

One of the most successful inputs during 2011 was the focus work on dignity and respect. Each area identified champions who attended three half day workshops to ensure that an active lead was taken in achieving dignity and respect standards. These sessions included both the champion and their manager and ensured that all staff could be trained on the seven standards identified through workshops and which underpin the basis of good patient care. During 2012/13 this work will be developed further by adapting the DAISY accreditation scheme which has previously been successfully implemented by Tameside and Glossop Community Services for nursing homes. It anticipated that this scheme will have a positive impact on maintaining the standards across all patient care areas.

### **Evaluation**

All the services which are located within the integrated education centre are evaluated on a regular basis. Most recently the Trust received very positive feedback from the university relating to the training of medical students. The accreditation scheme for the North West health service libraries also acknowledged the excellent services provided by library staff and a recent bid to the SHA was successful in securing additional funds for the development of multidisciplinary e-learning.

The training and development activities are monitored through regular review at the Patient Experience and Workforce Assurance Committee and the requirements of the NHSLA and CQC attendance at courses is tracked and monitored, as is the appraisal take up and all mandatory training requirements.

In conclusion professional training and development is central to achieving the Trust aims and objectives and to ensure the provision of high standard patient care. The continued progress of development of multidisciplinary development and training at Stockport has been acknowledged as a model for good practice across the North West.