

# TRAINING STRATEGY

## 1. INTRODUCTION

This document represents the formal training and development policy adopted by DRH to ensure that every member of staff within DRH receives appropriate training linked to the individuals Job Description, the Homes Role Purpose and Function document and the Organisational Strategy.

The Board of Directors fully supports this policy and is committed to the principle of lifelong learning for all DRH staff. The following statements represent the opportunities for all full-time, part-time and job share employees, in recognition of DRH Equal Opportunities Policy.

## 2. DRH TRAINING COMMITMENT

- Everybody working for DRH has a responsibility to participate in training and development opportunities so that they can undertake their work more effectively.
- DRH has a responsibility to ensure that everyone has access to relevant training and to finding ways of encouraging staff to take up the opportunities offered.
- Taking into account recognised standards within the care sector, a learning and development plan will be in place for all staff from the point of induction.
- Lead trainers employed by DRH will have professional teaching qualifications and relevant accreditation.
- DRH is committed to ensuring that all its trainer's skills are updated on a regular basis.
- Lead trainers will be expected to participate in Continuing Professional Development (CPD)

## 3. HOW TRAINING WILL BE DELIVERED

- DRH recognises that there are various training methods available and will use a range of methods to give suitable and varied training to their staff.

- DRH will access appropriate learning materials and utilise skills and experience of staff by creating an effective training resource in response to identified learning needs. The company has a core of well-trained professionals who will be made available to coach, mentor and counsel staff.
- Where appropriate, DRH will also make use of NHS training resources available to them.
- Staff will be supported in gaining nationally recognised qualifications if such qualifications can be evidenced as assisting DRH in meeting the commitment made to meet the needs and requirements of our service users, their carers and people who buy services for them.
- Open or distance learning is recommended as a cost-effective method of achieving a qualification, particularly the appropriate professional qualifications.

#### **4. TRAINING REQUESTS**

##### **Mandatory Training**

When requesting mandatory training, an application can be made via email for several members of staff at one time. The reply will confirm spaces allocated and relevant dates. A place on any mandatory training event should not be assumed until a written reply is received. All new inductees will be notified in writing of training events allocated to them, on induction. The homes manager will receive an email informing them of the dates allocated, followed up by a letter.

##### **Non Mandatory Training**

An Application Form must be completed by the applicant before any training takes place.

For non-mandatory training the applicant's manager should be assured that the training is relevant and appropriate to both the applicant and the post. The form is available to download from the DRH website.

Reference should be made to:

- Job role
- Home's Role, Purpose & Function
- Outcome of annual staff reviews
- Home's Development Plan
- DRH Training Strategy

When completed the form should be forwarded to Connaught House, 22 Cornwall Road, Dorchester, DT1 1RU. Once training is approved, the applicant will be notified of dates/times, etc.

## **5. FEEDBACK**

Whether written or verbal, constructive feedback should be encouraged after all training. It is recognised that it is only through reflective practice that lesson plans can be improved. The review of lesson plans and resources used will initially be carried out by the trainer. Resources and lesson plans should also be evaluated at the Staff Training Committee Meetings, especially for new training events.

A Training Course/Conference Post Discussion Form should be completed with the manager to enable discussion to take place between the manager and the trainee to ensure that the objectives set have been achieved, and the value of the training to the individual and to the team has been worthwhile. Feedback regarding external courses / conferences should also be discussed at supervision within the home and at the Training Committee Meeting, to identify its potential value for other DRH staff.

## **6. STAFF TRAINING COMMITTEE**

Training Committee meetings will be held on a regular basis; each home should have a nominated person sitting on the committee. The Staff Training Committee will have the following Terms of Reference:

- To determine minimum standards of training for all staff groups
- To identify training and development priorities
- To advise on the content of annual training plans
- To update annually the schedule and contacts for mandatory training.
- To consider the implications of evidence-based practice on training and development plans
- To monitor the implementation of training plans
- To advise on the effectiveness and appropriateness of training.
- To consider strategies which will maximise the use of skills, expertise and other resources which exist within DRH to meet identified training needs (see section 4)
- To consider alternative strategies for meeting particular training and development needs
- To advise on policy issues relating to training, such as the level of financial support which may be awarded to staff pursuing individual courses of study (eg: Open University)

## **7. THE INTRODUCTION OF NEW TRAINING**

Prior to the introduction of new mandatory / core training, all efforts will be made to ensure that managers and other interested parties have had the opportunity to contribute to the lesson planning process. This will normally be

done by carrying out a workshop in the planning stages, thus giving the opportunity to managers or their representatives to discuss and develop the lesson plan prior to adopting the training for all staff. The lesson plan and resources used will then develop naturally over time. This is achieved through reflective practice by all trainers and appropriate feedback from staff.

## **8. MANDATORY (CORE) TRAINING**

Core training is mandatory for all staff members, whether full time, part time or bank. Bank staff will be allocated all mandatory training by their base home.

## **9. TRAINING RECORDS**

On completion of any training, the attendance / signature list must be forwarded to Connaught House. Records of any training will not be entered onto the database system without sight of the signature list. Copies of an appropriate certificate from an external provider can be accepted when a signature list has not been made available. The database is updated from the signature list; the signature list is then filed and stored at Connaught House. A training manager report can be requested from the administration assistant/secretary at Connaught House, enabling managers and training representatives to update / cross reference their in-house records.

## **10. NON ATTENDANCE OF TRAINING EVENTS**

Every effort should be made by the home manager to ensure that all training places booked by their staff are taken up. If, for any reason, a staff member is unable to attend a training course, another staff member should attend in their place. If the place is not taken up, the staff member will be recorded as absent. Non attendance rates are collated and discussed at managers meetings twice per year. If a staff member fails to meet their mandatory training requirements it could lead to action being taken under the Capability or Disciplinary procedures.

## **11. TRAINING AUDITS**

Training audits will be carried out on a regular basis to ensure staff members are receiving mandatory training. Audits may be triggered by the non attendance list, or by the request of senior management.

## **TRAINING & DEVELOPMENT PLAN 2010/2011**

### **Induction & Foundation Training**

All new staff will receive a comprehensive induction programme. The Induction programme, which will be phased over a 6 month period, will consist of training in the work place. An initial 1 day Induction will take place at Hollybank and various other workshops will be allocated to the inductee on the day. DRH Induction will reflect the content of the Learning Disability Qualification and must be completed by all new starters within the 6 month period on commencement of the post.

An Induction checklist will be given to each new starter and will cover all aspects of the individual's role and responsibilities as well as the organisations purpose and values. Each section must be signed and dated by the person giving instruction; on completion of the checklist this should be signed by the Manager. The Manager should return the completed, signed form to Gillian Northcote, Joint Chief Executive.

### **Food Hygiene**

It is the Home Manager's responsibility to ensure that all staff handling food have received instruction in basic food hygiene. Managers must also make sure that staff are acquainted with the local food preparation manual and have obtained the Basic Food Hygiene Certificate. New staff should take the Basic Food Hygiene Course within four months of commencement. An update course should be taken every three years in accordance with DRH Policy. All staff will also undertake the Better Food Better Business in-house training with their immediate line manager or other competent person.

### **Fire Safety Training**

Initial training, as shown on the Induction checklist, should be given as a priority on commencement by the Home Manager or a competent person on site. A Fire Safety lecture is delivered annually on site by the NHS Fire Officer; training will include the use of a fire extinguisher. All staff should receive a minimum of four types of training update annually. The updates will include the fire lecture, at least one fire drill and the completion of two fire forms. Fire forms will be distributed to all homes twice a year by the Health and Safety Advisor. Once the forms are completed the Manager must return a signature list to Connaught House. Fire training should only be considered complete once all four updates have been completed. Due to limited training dates, staff may undertake a fire lecture in another home where necessary. All fire drills must incorporate the homes current Fire Evacuation Plan at all times.

### **Manual Handling**

Training for all staff in manual handling is mandatory and should be undertaken in their base home. Staff members that do not provide direct support for service users still need training in handling goods, etc. Each home

must have a person nominated and trained as a BackCare Advisor. Once trained, the BCA is responsible for refresher training and advising other staff within their own workplace only. DRH's accredited Manual Handling Coordinator is responsible for training individual BCA's.

All new staff will receive training during initial Induction at Hollybank from the Manual Handling Co-ordinator and subsequently receive regular updates from their local BCA annually. In a home where there are one or more dependent service users, the Manual Handling training should last six hours. In homes where all service users are independent, the training should last four hours. All Manual Handling training should contain both theory and practical elements. Please see DRH Manual Handling Guidelines for further information.

A course for new BCA's will run approximately every two years, as will refreshers for existing BCA's. The Manual Handling Coordinator will also be required to update their accreditation every two years.

### **First Aid Training**

It is expected that each managed home will have one nominated First Aider who will have attended the three day First Aid at Work (FAW) course, or a one day Emergency First Aid at Work course (EFAW). FAW and EFAW certificate holders are required to undertake a re-qualifying course within three years of completing the initial qualification.

Historically, staff members undertaking vocational qualifications in care have the opportunity to attend a one day EFAW course, which will incorporate basic resuscitation skills. The one day course is also available to other staff dependent on the DRH risk assessment. Please see the current DRH First Aid Guidelines and risk assessment, for further information.

### **Adult Basic Life Support Training (CPR)**

All staff will participate in a two hour ABLS training session, or attend a First Aid course which includes basic ABLS, every year. Training should be undertaken by new staff within the first three months of employment. Basic Life Support training is mandatory for all staff employed in DRH homes. The appropriate response to assist a choking adult must also be included in ABLS training.

### **Automatic External Defibrillator Training**

For the Independent Mental Health Hospitals, training will be provided to ensure that competent staff are available at all times to utilise defibrillators. Training will normally be provided by the Paramedic Services or St Johns Ambulance training officers. It is the manager's responsibility to ensure that AED training is booked and completed by an appropriate number of staff members.

### **Crisis Prevention Training (Diffusion and Break Away techniques)**

All new staff will attend the first available two-day Crisis Prevention training session. The Crisis Prevention training course is accredited by BILD and

includes the completion of a workbook. A written assessment is completed at the end of the course which is externally verified. All staff must attend a one-day refresher course annually.

### **Applied Physical Training – (Physical Interventions)**

APT is a BILD accredited course linked to Crisis Prevention training. The training will be delivered to staff that support service users whose behaviour can be challenging. APT training will be closely linked to the intervention plan for individual service users whose behaviour may challenge. Staff members should receive formal APT training twice in the first year. Subsequent formal training should be received annually from then on, although further formal training can be requested. All staff must be given the opportunity to practice appropriate techniques on a regular basis throughout the year. This informal practice should be done in house. It can be carried out in small groups or in pairs, for example during handover times. It is important that staff practice appropriate techniques on a regular basis to ensure safety, confidence and competence.

### **Health & Safety Training**

Basic Health & Safety Training is mandatory for all staff. A Health & Safety Workbook will be issued to each member of staff at induction. The workbook constitutes part of their mandatory training and can be completed individually or in small groups. It is the home manager's responsibility to ensure their staff members have completed the workbook and have a forum for discussing health & safety matters within their workplace. Once completed the workbooks will be filed in the home and will be reviewed annually with the home manager. A review form will be distributed to all homes annually by the Health and Safety Advisor. The form must be completed and signed, then returned to Connaught House.

All locations should have a named Health & Safety Representative, whether accredited or nominated by staff members. Accredited Health and Safety representatives have a legal right to attend basic health and safety related training. This is often undertaken through day release over a ten week period. All Safety Representatives should be encouraged to attend quarterly Health and Safety Committee meetings.

### **Equality and Diversity**

This workbook has been designed to help staff develop awareness of equality and diversity issues. Every member of staff will be required to complete the workbook and subsequent revisions, annually.

### **Adults at Risk**

All newly inducted unregistered nursing staff will be required to attend a half day session regarding adult protection. The homes manager will be responsible for their staff's annual update from this point, using DRH Adults at Risk policy and the joint Adults at Risk policy agreed in conjunction with Dorset County Council.

### **Communication Workshop**

The Communication Workshop is designed for unregistered staff who will be required to attend a half-day workshop. The workshop examines verbal and non-verbal communication; it also covers good record keeping. It has links to relevant Vocational Qualifications, LDQ and Crisis Prevention training.

### **Positive Behavioural Support**

DRH has a specialist advisor in place who offers training and support in the implementation of specific behaviour plans for service users whose behaviour may challenge.

### **Intensive Interaction**

Although not mandatory training, Intensive Interaction workshops are available to staff upon request. The workshop is about developing the fundamentals of communication, interacting with people in ways that they can recognise and respond to. One or two hour taster sessions are available, along with full-day and half-day workshops.

### **Stress and Mindfulness Workshop**

Although not mandatory training, all staff should be encouraged to attend the Stress and Mindfulness Workshop. Day one will focus on understanding the causes and symptoms of stress together with strategies for stress management. Day two will mainly involve an introduction to mindfulness and mindfulness practice.

### **Systematic Instruction**

Although not mandatory training, the systematic workshops are available to staff upon request. The training is designed to help staff teach service users specific tasks in a systematic and effective manner.

### **Safer use of Cot Sides / Bedrails**

All nursing staff working in homes that use cot sides / bedrails must attend a cot side / bedrail workshop. The 2-hour workshop can be arranged through the Health and Safety Advisor.

### **Evac-Chair**

A number of DRH homes use an Evac-chair as part of their emergency evacuation procedure. All staff must attend Evac-chair training within their home at least once a year if they have an Evac-chair in the home. Further practice must also be carried out during fire drills to ensure confidence and competence in an emergency situation. A signature list for formal training will be required as per policy (sec 9). Names of staff that practiced / rehearsed the use of the Evac-chair during any informal practice or fire drill must also be recorded within the Fire Log. If there is not an in-house trainer in place for the Evac-chair, training can be accessed via the Health and Safety Advisor.

### **Minibus Driver Training**

As part of DRH Health and Safety procedures we have incorporated Dorset County Council's minibus driver training program. Training can be arranged

via Connaught House and should be refreshed every three years. Please see DRH Transport Policy for further information.

### **Wheelchair Clamping Systems**

All staff that transport service users in their wheelchairs must receive training in 4 point clamping systems. Where an in-house trainer is not in place, training can be accessed via the Health and Safety Advisor.

### **Risk Assessment and Management**

Each Home will have a person trained as a Risk Assessor capable of carrying out basic risk assessments within the Home. Training will be provided for risk assessors by the Health & Safety Advisor, who is also available to advise on risk assessments when required to do so. Basic risk assessment workshops are available upon request.

### **Control of Infection**

Each Home will have a nominated Control of Infection link person. The link person will attend all infection control meetings. Ultraviolet light boxes are available as a tool to assist in good hand hygiene and should be utilized by all staff. The light boxes are available to all homes via Connaught House. An infection control handbook is included in the induction folder. Please see DRH Infection Control Policy for further information.

### **Drug Administration Training**

All support staff who are responsible for the administration of medication will complete a training programme based on vocational qualification elements or similar. There must be an assessment of competence undertaken in the workplace a requirement meet current Care Quality Commission standards.

### **Vocational Qualifications**

All new support workers will be required to undertake a vocational qualification in care or similar, at a minimum of Level Two.

Existing support workers will also be encouraged to undertake a Level 2 or Level 3 vocational qualification in care or similar.

DRH has an internal verifier to support staff completing vocational qualifications. DRH aims to provide an appropriate number of assessors in-house.

### **Management Vocational Qualifications**

All Home Managers will be required to undertake a vocational qualification at Level 4 or similar in Care Home Management. Deputy Managers who also wish to undertake a Level 4 Management vocational qualification will be supported by DRH.

### **Assistant Practitioner**

This course will be made available via the Open University to Senior Support Workers in the Mental Health field.

### **Sexual Awareness**

This course covers the various issues surrounding sexuality. The course is available through the Learning Disability Partnership Board. This course will be made available to a staff member from each home.

### **Dementia**

One or two staff members will be invited to attend a Dementia course run by a private company, JPA. The staff members will then cascade the training to other staff where the need is identified. The training provided by JPA is recommended by National Institute for Clinical Excellence (NICE)

## **DEVELOPMENT TRAINING**

### **Post-Registration Courses for Qualified Nurses**

DRH will support applications from staff who wish to undertake any professional training that is directly relevant to their work. Courses are provided at Bournemouth, Bristol and Southampton Universities. These courses are funded through the local NHS Workforce Development Confederation and applications are processed via Dorset NHS Primary Care Trust. While the bulk of their purchasing is with Bournemouth University it is possible to agree funding for Bristol and Southampton. Normally applications for these courses should be submitted in the October prior to the academic year in which the course commences to enable funding applications to be made to the Consortium.

DRH will support staff who may wish to pursue learning goals that will enhance their contribution to the care of their service users and/or the effectiveness of the organisation. The level of funding which is made available is negotiable depending on individual relevant circumstances.

## **DEVELOPMENTAL INITIATIVES 2010/2011**

We will identify specific developmental objectives on an annual basis, which will be assessed through supervision, annual reviews, training committee and through reference to wider organisational goals. Training resources will be prioritised to address these objectives. Initiatives for 2010/11 are listed below:

### **Away Days**

All DRH staff will continue to participate in a Team "Away-Day", which will consider the needs-based approach to person-centred planning and address barriers to successful implementation. These events will be repeated for each home, approximately every year to 18 months. In addition, separate initiatives will be developed to address specific basic needs topics, for example, self esteem and spirituality.

### **Specialist Epilepsy Training**

Two staff members are currently undertaking training in this area.

### **Certificate in Community Mental Health**

DRH will continue to support applications for staff who wish to undertake this certificate.

### **EXTERNAL CONFERENCES, WORKSHOPS AND SEMINARS**

DRH will consider supporting applications for training initiatives which are directly related to organisational priorities which have been previously identified.

### **SELF DIRECTED LEARNING**

- Use of DRH Simple Guides.
- Use of professional journals and entitled to receive copies of papers and articles.
- Use of multi-media for current awareness programmes, etc.
- Use of DRH library and local NHS library facilities.

DRH Training Policy reviewed September 2010/JOB  
Appendix added February 2011

## Mandatory Training Schedule

Induction and Foundation Training	On induction and over the next 12 weeks
Basic Life Support / CPR	Annually
First Aid-FAW / EFAW (where applicable)	Every 3 years
Defibrillation (where required)	Annually
Crisis Prevention 2 day	On induction
Crisis Prevention Refresher	Annually
Applied Physical (where required)	Annually
Basic Food Hygiene	Every 3 years
Manual Handling	Annually
Fire Lecture	Annually
Fire forms	Every 6 months
Fire Drill	A minimum of once per year
Evac-chair ( where required)	Annually – plus practice during all fire drills
Cot side training	Available to all staff in homes that use cot sides – recommended to be completed on induction within the workplace, and refreshed every 2 – 3 years

Wheelchair clamping	Available to all staff in homes that use wheelchair clamping systems – recommended to be completed on induction within the workplace, and refreshed every 2 – 3 years
Health and Safety Workbook	On induction and annual refresher
Equality and Diversity Workbook	On induction and annual refresher
Protection of Vulnerable Adults	On induction and annual refresher with manager
Positive Behavioural Support Introduction	Available to all homes