Learning and Development Policy

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1. Policy Statement

St Nicholas Hospice Care is an independent charity delivering specialist palliative care to patients and their families within the communities of West Suffolk and Thetford. Care is delivered by a specially trained multidisciplinary team supported by a large team of volunteers to patients within our Sylvan Ward, Community Hospice Team, Orchard and Burton Centres. The organisation also includes an Education Department that delivers palliative care education to the local community, a Fundraising Department that manages a range of fundraising activities and a Retail Section with a donation centre and several shops in the local community staffed by paid staff and volunteers.

St Nicholas Hospice Care (SNHC) aims to ensure everyone has the very best in the final chapters of their life. In defining our value statements SNHC has committed to:

- Providing an inspirational, compassionate and flexible support and learning to our community.
- And
- That our people respect diversity and work creatively with passion, always caring and aspiring to do the very best.

The common thread throughout all of our ambitions is our people, and their ability to meet the ambitious vision. This will depend heavily on how we equip and motivate our people to deliver their part of the vision.

Education and learning will be core to maintaining and developing the specialist knowledge and skills to educate the communities we support. We will also need to equip all of our staff and volunteers who support service delivery, ensuring they can understand and advocate for any changing model of service delivery.

Ensuring we meet our ambitions will only be achievable if staff and volunteers are part of and instrumental in creating and being part of developing new ways of working.

2. Introduction

This policy has been developed in line with St Nicholas Hospice Care’s overall vision and strategy and reflects a belief in the need to develop all permanent, temporary and voluntary staff including those employed on a full-time or part-time basis. It is based on the principles that the hospice:

- thinks of its workforce as an asset as well as a cost, and believes that it should invest in that asset
- believes that all its workers have the potential to grow, both in their work role and personally, and it shall endeavour to provide opportunities for this growth
- considers it appropriate to base such training and development opportunities on the requirements of the service, and decisions about investment in staff training and development will be made accordingly
- believes that responsibility for training and development should be shared between the hospice and its workforce
- will ensure that appropriate procedures are in place to plan, deliver and evaluate training and development activity
- wants to empower its staff members to take some ownership of their own development, with support from their managers and the hospice as a whole
- believes that its line managers have a key role to play in people development
• works within recognised good practice guidelines, to ensure that both the quality and quantity of training and development is relevant and "fit for purpose"
• regularly reviews its overall level of investment in staff training and development to ensure that adequate and appropriate resources are provided
• plans its training and development activities in line with industry standards, and therefore maintains relationships with relevant bodies, such as Sector Skills Councils.

Keeping up to date with a range of mandatory and statutory (man/stat) training requirements is an essential part of many roles here at St Nicholas Hospice Care (SNHC). It can also be a legal requirement and part of meeting the standards set by the Care Quality Commission (CQC).

3. Definitions

Staff – employees and volunteers

Employees – those in the paid employment of the hospice

Volunteers – those who volunteers their time and services for the hospice

The Hospice provides a range of training and development opportunities for staff.

These fall into two broad categories:

3.1 Training that is required either by the hospice as part of mandatory statutory training or required as part of the fulfillment of the role. Some aspects of the training these includes:

Induction – all staff.

Health and safety training - this includes courses in manual handling, risk assessment, fire safety, first aid, and food and hygiene regulations.

Programmes relating to the enhancement of skills for a staff members current position - these include internal and external courses providing technical training, for example on the use of software packages e.g. systm1, and specialist training relating to the skills that the staff member require for their role.

Programmes that have a specific management or supervisory focus - these include internal and external courses on manager development, supervisory skills for line managers, and leadership development programmes.

3.2 Professional Development

Programmes leading to a professional or academic qualification - the organisation encourages employees who wish to do so to pursue continuous professional development and where appropriate to gain further qualifications.

4. Responsibilities and Accountability

4.1 Chief Executive Officer (CEO)

The Chief Executive has ultimate responsibility for implementation of this policy. The CEO will ensure that this policy is approved by the Board of Trustees.
4.2 Human Resources Director

The Human Resources Director is responsible for the design, implementation and evaluation of the training and development strategy; working with directors, managers and knowledge experts e.g. the Head of Education to determine the clinical training needs of the organisation.

4.3 Managers

The Department Manager is responsible for prioritising the induction of staff and their specific training needs of staff annually, via regular 1-2-1’s and annual employee appraisal process taking into consideration:

- The priorities of the department/service
- Present or future duties of the employee or volunteer
- The organisational strategy

4.4 Staff

Employees and volunteers must attend all training sessions appropriate to their role.

All employees are subject to regular 1-2-1 meetings and an annual appraisal. To maximise the benefit from this process the employee must engage fully in the review and agree with their Line Manager organisational, team and personal objectives. See appendix 1 Appraisal Guidance for Managers and Employees 2015.

4.5 Personnel Committee

The Personnel Committee will review and recommend to the Board of Trustees this policy and receive quarterly reports on the development and training undertaken.

4.6 Staff Forum

The staff forum has been consulted on the contents of this policy.

St Nicholas Hospice Care is fully committed to this policy and requires all staff to comply with it. However the policy is not intended to be contractual and maybe be changed subject to approval by the Board of Trustees and consultation with the staff representative group (Staff forum).

5. Procedures and Implementation

All employees and volunteers must co-operate and attend all appropriate mandatory and statutory training (as outlined in their Learning & Development Passport and the Team Training Plan) and booked study leave as required by the organisation and /or their professional bodies.

It is the staff member’s responsibility to book on to and attend the relevant courses at the required times, in discussion and with the support of with their line manager.

Staff where appropriate must keep a record of any training they have delivered internally or externally to the organisation. This information must then be passed onto their respective line manager. Staff must notify their line manager of any intended attendance to study both on external and internal courses.

Study Leave process

All staff must complete a Study Leave Form for external training requests. Staff who are not up to date with their man/stat training (or do not have a plan in place to become updated)
will not be eligible to apply for study leave for non-man/stat training. See appendix 2 for Guidelines on Man Stat Compliance

Approval process

The approval of study leave for courses below £500 will be made by the HR Director in conjunction with the relevant Director. Approval for courses and study programmes in excess of £500 will be reviewed by the CEO and Directorate team. If accepted on an approved course of study, the hospice may contribute up to 100% of the course fees if the course is considered to be essential training or development. Any application should be supported and endorsed by the department manager, and reviewed by the HR Director. Further details of this process can be found in Appendix 1 (Study Leave Guidelines).

Decisions on the suitability and applicability of programmes will be determined through the appraisal process, during which individual training and development needs are identified within a personal development plan. Progress on the acquisition of new skills and knowledge will be monitored throughout this process.

The appraisal process supports and monitors the development and performance of employees and is an important element of any recommendation for salary progression. Skills and knowledge are assessed throughout the year and the hospice appraisal process forms an integral part of the assessment. No award will be considered if the employee does not have a current appraisal completed within a 12 month rolling period or within a current appraisal season for nursing and retail employees.

6. Related St Nicholas Hospice Policies / Guidelines
   Health and Safety Policy
   Study Leave Guidelines
   Guidelines for Man Stat Compliance
   Appraisal Guidelines
   Procedures for Revalidation Appraisal of Doctors
   Procedure for Revalidation of Nurses

7. Monitoring and Review
   A quarterly data report on employee and volunteer training and development will be submitted to the Personnel Committee by the Human Resources Director. This policy will be reviewed by the Human Resources Committee every three years or if changes are required by legislation

8. Statutory Compliance and Evidence Referenced
   • Health and Social Care (Community Health and Standards) Act (2012), section 211
   • Data Protection Act (1998)
   • Health and Safety at Work Act (2005)
   • Equality Act 2010
   • General Medical Council (Licence to Practise and Revalidation) Regulations Order of Council 2012
   • NMC Revalidation of Nurses 2016
9. List of Appendices

The Appendices can be found within the St Nicholas Hospice Care S:\Drive.

Appendix 1 - Appraisal Guidance for Managers and Employees 2016
Appendix 2 – Guidelines for Man Stat Compliance
Appendix 3 – Study Leave Guidelines
Appendices 4 & 5 - Guidance on 1-2-1’s
Appendix 6 – Induction Guidelines