

Organisational Learning & Development Strategy 2014 - 2018

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1.0 VISION

- 1.1 To create an innovative and inclusive learning and development culture which is central to Urgent Care 24's success and highly regarded by our people.

2.0 INTRODUCTION

- 2.1 Urgent Care 24 recognises that people are the greatest resource we have and a well-motivated and highly developed workforce is crucial to the achievement of our overall mission, aims and strategic business goals.

- 2.2 The mission of Urgent Care 24 is:

“Being the lead provider of choice, for clinically led patient care, delivering high quality sustainable services as a Social Enterprise”.

- 2.3 We will deliver our mission by focussing on the following aims:

- People – Patients and Staff
- Partnerships – Working as part of a wider Health and Social Care system
- Quality – Providing excellent, well governed clinically led services
- Value for money – Making the best use of resources

- 2.4 Our strategic business goals over the next five years are:

- **Financially Robust** – to develop key objectives over the next five years which will provide the organisations financial framework, thus ensuring that the present and future business lines are self sufficient. The organisation has developed robust financial policies and procedures that underpin all of the organisational developments.
- **Key Performance Indicator Compliance** – the organisation has committed to grow and improve performance by compliance within each of the service lines KPI's.
- **Clinically Safe and Well Governed** – ensuring that the organisation has rigorous training and development processes in place for each of its staff. That the organisation continues with its Level 2 Information Governance compliance, by allowing time for each member of the staff to complete their annual IG training modules, along with CPR/First Aid/Equality & Diversity/Safeguarding and Health & Safety.
- **Realising New Business Opportunities** – having a robust framework, systems & processes in place that allows the Executive Team to apply for business opportunities with confidence without compromising the organisation and patient care.

- **People & Organisational Development** – development and implementation of an Organisational Learning & Development Strategy. As a commissioned service and therefore not subject to agenda for change, Urgent Care 24 is proud to be a local employer, who value care provided to patients. With the implementation of an organisational learning and development strategy will enable our staff to develop their individual skills and competencies thus supporting their career development internally or via an external organisation.

2.5 This strategy sets out how investment in learning and development supports achievement of our mission, aims and strategic business goals ensuring that it is in line with our organisational values which are:

- Providing Loyalty AND Fairness
- Being Established AND Learning
- Being Aspirational AND Realistic
- Being Robust AND Flexible
- Providing Quality AND Value

2.6 The overall aim of this strategy is to provide a structured approach to the continuous learning and development of our employees both in the area of job related skills and lifelong learning for personal development. Urgent Care 24's employees are our greatest asset and helping them develop is crucial to the achievement of the organisation's goals. All learning and development practices and procedures will endeavour to support individuals to do their best to achieve these goals.

2.7 We have identified four priority outcomes we want to achieve from our investment in learning and development:

- 1) Our employees and our business aims, strategic business goals and values are aligned
- 2) Our managers are effective leaders
- 3) Our practices are clinically safe and well governed
- 4) Our practices are inclusive and responsive, reflecting the needs of our employees, patients and wider community

3.0 SCOPE OF THIS STRATEGY

- 3.1 This strategy is aimed at Urgent Care 24 contracted employees. In relation to the wider workforce we are committed to providing training that enables the workforce to undertake their role effectively and safely within Urgent Care 24 and ensuring that everyone demonstrate our values and supports the achievement of our mission, aims and strategic goals.

4.0 CONTEXT

- 4.1 Urgent Care 24's approach to learning and development will reflect current trends in both the health sector and wider learning and development sector. Currently these can be summarised as:

- An increasing awareness of the importance of management/leadership development
- The trend for managing talented employees and effective top quartile performance
- Managing effectively in non-hierarchical management structures
- Demographic trends as people work for longer and fewer young people will be coming into the labour market. The average age of the workforce is rising making it important to invest in helping employees gain the skills they will need for a productive and satisfying employment throughout a longer working life
- An increasing emphasis on creating a more skilled workforce to meet the predicted skills shortages the UK will face by 2020
- The expectation that professionals will invest in Continuing Professional Development (CPD) and an emphasis on self- managed learning
- The growth of coaching, mentoring, and action learning
- The growth of learning by a blended approach
- Increasing awareness of the benefits of creating a learning organisation culture in which it is recognised that individual and collective learning are key to organisational success

4.2 Urgent Care 24 is committed to equality and diversity values and we will use learning and development activities to promote:

- Equality of access to appropriate learning and development events for all our employees
- Learning interventions that treat all individuals fairly with dignity and respect in a way that reflects and supports their needs

5.0 A LEARNING CULTURE

5.1 Within Urgent Care 24 creating a learning and development environment means being an organisation in which:

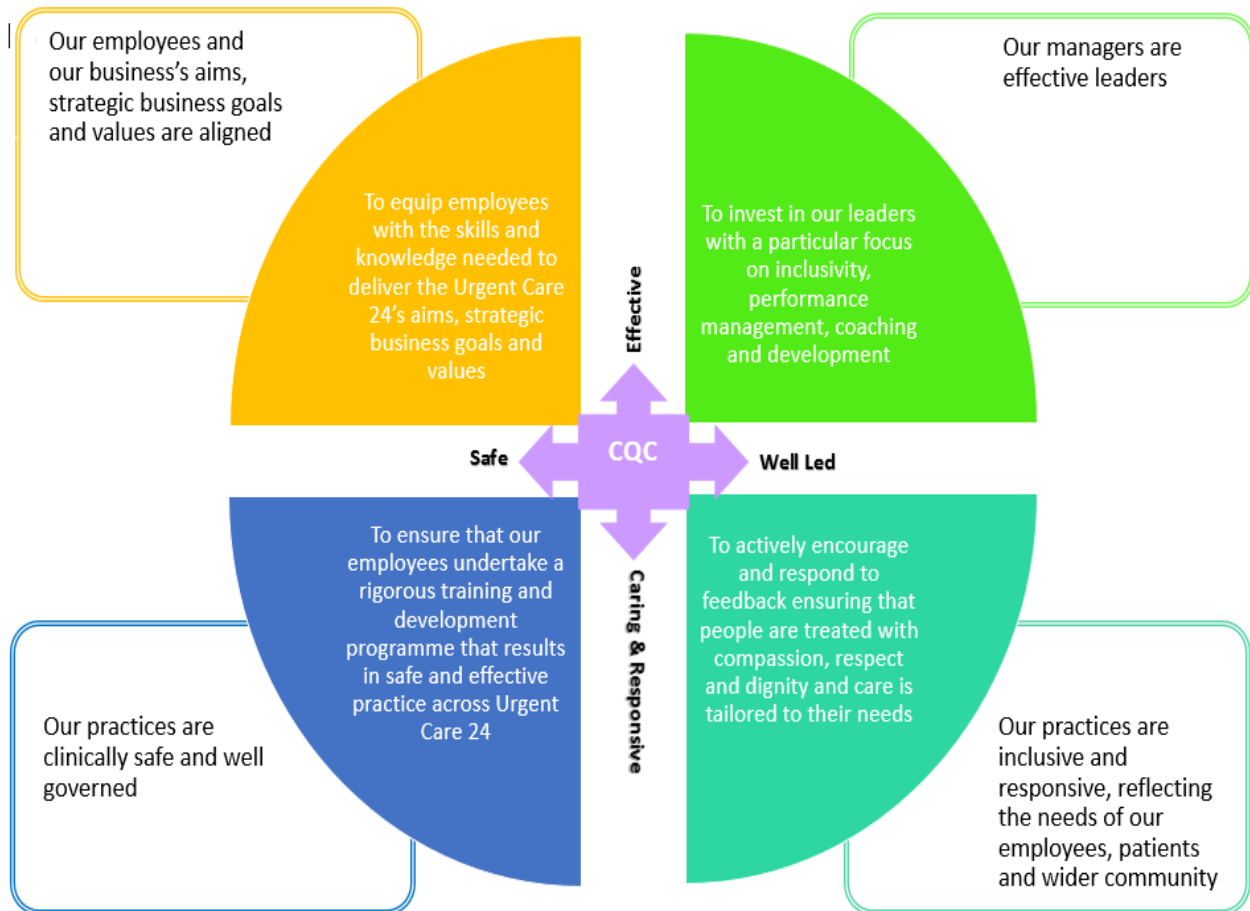
- Every employee makes maximum use of their experience, capability, capacity and expertise in delivering on work objectives
- Every employee takes ownership for their own development
- Urgent Care 24 facilitates and enables personal/professional growth
- Managers are inclusive and skilled at managing performance, coaching and development
- Succession planning leads to high performers and those with business critical knowledge/expertise being supported to help ensure Urgent Care 24's future capability and capacity
- There is a robust induction process
- Information is readily accessible and knowledge is willingly shared
- Learning is evaluated and action taken for improved performance

6.0 STRATEGIC OBJECTIVES

6.1 The four priority outcomes (section 2.7) will be achieved through the delivery of four organisational learning and development strategic objectives as described below. The following diagram shows the links between the strategic objectives and outcomes and also highlights the links to the new CQC standards:

- Safe
- Well-Led
- Effective
- Caring
- Responsive.

LEARNING & DEVELOPMENT STRATEGY OUTCOMES AND OBJECTIVES



6.2 Strategic Objective One:

To equip employees with the skills and knowledge needed to deliver Urgent Care 24's aims, strategic business goals and values

We will do this by:

- Developing and implementing a performance management framework and appraisal system that is clearly linked to the corporate business strategy
- Ensuring that all employees have an annual performance appraisal and have a personal development plan in place
- Developing and implementing a corporate training and development plan which is closely aligned to the corporate business strategy
- Ensuring as part of the induction process and during the probation period any employee skills or experience gaps are identified and learning and development

plan are completed and/or individual needs are discussed with the Learning and Development Team

- Undertake a resilience mapping exercise across the workforce to ensure that business critical skills are identified and plans are put in place to mitigate risks and develop staff in relation to key skills
- Complete an Investors in People (IiP) diagnostic to determine organisational readiness
- Undertake IiP assessment

6.3 **Strategic Objective Two:**

To invest in our leaders with a particular focus on inclusivity, performance management, coaching and development

We will do this by:

- Ensuring that all managers complete the stress management competency indicator tool and discuss their results with the Head of OL&D and HR to inform their own development and the progression of the leadership development programme
- Utilising the stress management competency indicator tool as a 360 degree feedback tool
- Holding ongoing management briefings to raise awareness of key topics including employment legislation and application of HR policies
- Utilising the Senior Management meeting and away days to strategically engage managers and ensure an inclusive approach to business development and performance
- Developing and implementing a Leadership Development Programme and roll out plan for all Managers
- Ensuring that we get the maximum benefit from our membership with the NHS Leadership Academy (including accessing mentoring and coaching opportunities)
- Developing and implementing a leadership competency framework

6.4 **Strategic Objective Three:**

To ensure that our employees undertake a rigorous training and development programme that results in safe and effective practice across Urgent Care 24

We will do this by:

- Ensuring that all new employees attend a corporate and service specific induction
- Ensuring that Call Handlers undertake a minimum of 48 hours call handler training
- Ensuring that Receptionists undertake a minimum of 30 hours reception training
- Ensuring that all staff undertake mandatory Information Governance, Health & Safety, Safeguarding Adults & Children and Fire Safety training
- Ensuring that front line staff (i.e. receptionists & drivers) undertake additional mandatory Manual Handling, Infection Control and CPR & AED training
- Ensuring that all Supervisors attend Conflict Resolution training
- Ensuring that a minimum of 2% Call Handler's calls are audited in their probation period to ensure compliance according to the Royal College General Practitioners (RCGP) toolkit
- Ensuring that we undertake regular audits (both clinical and non clinical) and utilise the feedback from these audits to drive improvements and maintain safe and effective services

6.5 Strategic Objective Four:

To actively encourage and respond to feedback ensuring that people are treated with compassion, respect and dignity and that care is tailored to their needs

We will do this by:

- Ensuring that we learn from patient, customer feedback, incidents and complaints and use this feedback to improve the quality of our services and to inform our future training requirements
- Ensuring that we celebrate the things we do well by sharing success with our employees and partners

- Encourage patient/customer feedback by regular ad-hoc contact via our Non Executive Directors visiting Urgent Care Centres and feeding back the learning from these visits
- Actively visiting GP practices to encourage feedback on services we provide and suggestions for improvements
- Undertake annual employee surveys to encourage feedback on all aspects of the business and ensure inclusivity
- Ensuring that all staff undertake mandatory Equality & Diversity training

7.0 MANAGEMENT OF LEARNING AND DEVELOPMENT

7.1 Board and Executive Team

The Board and Executive Team will ensure sufficient resources are made available; provide commitment to deliver our Organisational Learning and Development Strategy and strategically review its effectiveness.

The Executive Team will be responsible for approving the annual training and development plan ensuring that it meets the organisational objectives within the available resources.

7.2 Learning and Development Service

The Learning and Development service will co-ordinate learning and development activities across Urgent Care 24. Learning and development solutions will be procured from both internal and external sources.

Where external trainers are required they will be expected to have an understanding of the sector and adhere to our equality and diversity policy.

Whenever feasible, training will be provided in-house using internal resources. When required appropriate employees will be involved in delivering training related to their areas of work.

Learning and Development activity will be recorded for monitoring and reporting purposes for each employee on the Rotamaster system.

7.3 Line Managers

Line Managers are responsible for:

- Identifying learning needs necessary to deliver their team objectives
- Discussing individual training needs with employees as part of the annual appraisal and subsequent one to one discussions

- Developing learning and development team plans
- Agreeing priorities and delivery methods.
- Ensuring learning needs agreed in the annual appraisal are achieved
- Ensuring employees attend mandatory training courses.
- Providing an effective service specific induction for new employees

Line managers also need to evaluate learning transfer to day to day work following training.

7.4 All Employees

Learning and development is the responsibility of every employee. The individual is expected to identify their own needs as part of their annual performance appraisal and one to one discussions with his/her line manager.

Employees are expected to give reasonable notice if they are unable to attend a course or other event. Only sickness or domestic emergencies are acceptable reasons for non attendance. Pressure of work will not be accepted as a sufficient reason to not attend training unless endorsed by the line manager.

8.0 IMPLEMENTING THE STRATEGY

Our process for implementing Urgent Care 24's Organisational Learning and Development strategy is that of plan, do and review based on the evaluation approach as set out by Investors in People (IiP).

8.1 Plan

The learning and development programme will be based on a learning needs analysis (LNA) carried out annually by Managers and supported by the Head of Organisational Learning & Development and HR Manager.

The aims of the LNA are:

- To develop a profile of skills gaps and identify training and development needs in order to achieve the aims, strategic business goals and values of the organisation
- To assess how these gaps can be managed
- To inform budget setting
- To balance Urgent Care 24's business and employee needs.

- To ensure we can measure the link between learning activities and performance improvement

The LNA is informed by:

- The Corporate Business Plan
- Learning and Development Plans
- Needs identified by Directors/Heads of Service/Senior Managers as part of their annual business planning process
- New business requirements
- Annual performance appraisal and one to one meetings
- Employee survey results
- Patient/ Customer Feedback
- Legislative changes
- Information Technology changes
- Learning and development feedback and evaluation reports

8.2 Do

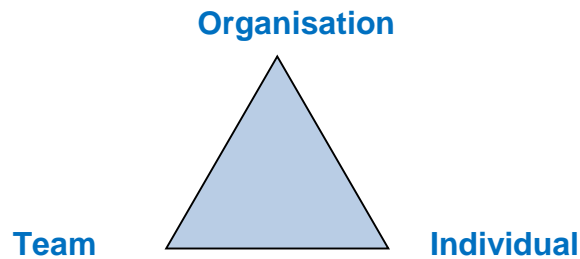
Using the above business intelligence and focused on organisational priorities as outlined in the Corporate Business Plan key learning and development themes will be identified and an annual training and development plan will be produced. The Executive Team will be responsible for approving the annual training and development plan ensuring that it meets the organisational objectives within the available resources.

We will implement a plan of internal and external learning activities.

We allocate and manage funding to ensure employees have access to opportunities to maintain the skills and knowledge required of their current role, maintain their Continuous Professional Development (CPD) and undertake personal development where appropriate.

We will research and identify the methods best suited to meet:

- Preferred learning styles
- Individual, team and corporate needs



Wherever possible a blended approach to learning and development delivery will be considered. The following are recognised methods of learning and development delivery:

- Cascade training
- One to one coaching
- Mentoring
- Shadowing/job rotation
- E-learning
- Classroom based facilitation and presentations
- Conferences and Seminars
- Professional Qualifications
- Networking
- Action Learning Sets
- Team Building Exercises
- Secondment opportunities
- 'Bite-sized' Learning

Urgent Care 24 is committed to the continuing professional development of all its employees and recognises the importance of 'growing our own' and assisting internal promotion where this benefits the individual and meets organisational needs

8.3 Review

We will monitor and evaluate learning and development activity and expenditure to ensure it delivers a good return on investment.