



## Education Plan 2019-2024



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## Foreword



*I'm delighted to share the Education Plan 2019 – 24. This plan sets out our ambitions to support high quality education and clinical experience for health care professionals in training, ensuring a high quality workforce for the future. Just as importantly it sets out how we will train our existing staff in the organisation, providing them with the skills and knowledge to undertake their job role now and in the future with the ever changing environment of the NHS. I am very keen that there are appropriate opportunities for personal and career development clearly linked to the knowledge and skills required at each different level from work experience right up to masters level study. Every employee has a contribution to make towards the overall achievement of the Trust strategic objectives and this plan sets out the commitment from the organisation and how we will support staff to achieve this.*

**Amanda Hudson**  
Head of Education

*It gives me great pleasure to introduce the Trust's Education Plan. The plan describes the key areas for development over the next five years which will maintain our well-deserved reputation as a provider of high quality education and training across all groups of healthcare professionals. My one key message for all staff is simple – we all have a role to play in promoting and delivering healthcare education. A 30 second conversation at a safety huddle can be as valuable as a formal teaching session. So please take the opportunities to educate and train your colleagues, the wider team and those in training, and we can further enhance Bradford's reputation and improve the quality of healthcare we deliver to our patients.*

**David Robinson**  
Director of Education





## Introduction

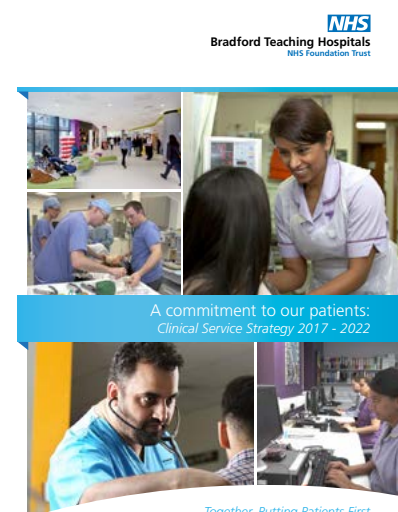
The scale, pace and complexity of change in the NHS provides many challenges for Bradford Teaching Hospitals NHS Foundation Trust to ensure that patients receive the best care. This makes it necessary for the workforce and organisation to constantly learn, develop and change. Our vision is to be “an outstanding provider of healthcare, research and education, and a great place to work.” BTHFT Clinical Services Strategy describes how we will develop our clinical services consistent with this vision, to meet the health needs of the people of Bradford and West Yorkshire. Improved organisational performance, clinical outcomes and patient experience can only be delivered through people. The Board is committed to develop its staff and the next generation of healthcare professionals to deliver the high quality patient care that is the cornerstone of its ambitions and strategic goals. This Education Plan sets out how BTHFT will ensure the workforce has the right skills and knowledge to meet the current and future challenges whilst delivering high quality care. It will ensure that the Trust is focussed on developing a flexible workforce that can meet the challenges of the next 5 years, be able to adapt to change and transfer skills into new and different roles as required.

## Purpose

The purpose of this strategic document is to set out our proposals for creating a more systematic approach to identifying and responding to the learning and development needs of the organisation and its people.

## Drivers for Change

The main driver for change has been the development of The Clinical Service Strategy. This document has developed a refreshed strategic direction for the Trust with an updated mission and vision accompanied by a set of values. (Fig 1)



Clinical Service Strategy 2017-2022



## Mission

*To provide the highest quality healthcare at all times*

## Vision

*To be an outstanding provider of healthcare, research and education; and a great place to work*

## Strategic Objectives

- To provide outstanding care for patients
- To deliver our financial plan and key performance targets
- To be in the top 20% of NHS employers
- To be a continually learning organisation
- To collaborate effectively with local and regional partners

## Values

- We care
- We value people
- We are one team striving for excellence

Fig 1: Our Mission, Vision, Strategic Objectives and Values

This document represents an updated version of our previous Education Strategy which builds on what we have already set out to do. There are a number of drivers for change, some internal and some external (see *Fig 2*), which have influenced the development of this version of the Education Plan.

## Internal Drivers

- Patient Needs
- Service Demand
- Patient Feedback
- Staff Survey Results
- Trust Clinical Service Strategy, Mission, People Strategy
- Incidents, Risk Assessments
- Levels of staff attrition, vacancies, numbers of new recruits
- Financial Position, Bradford Improvement Programme
- Resources
- Need for new and extended roles

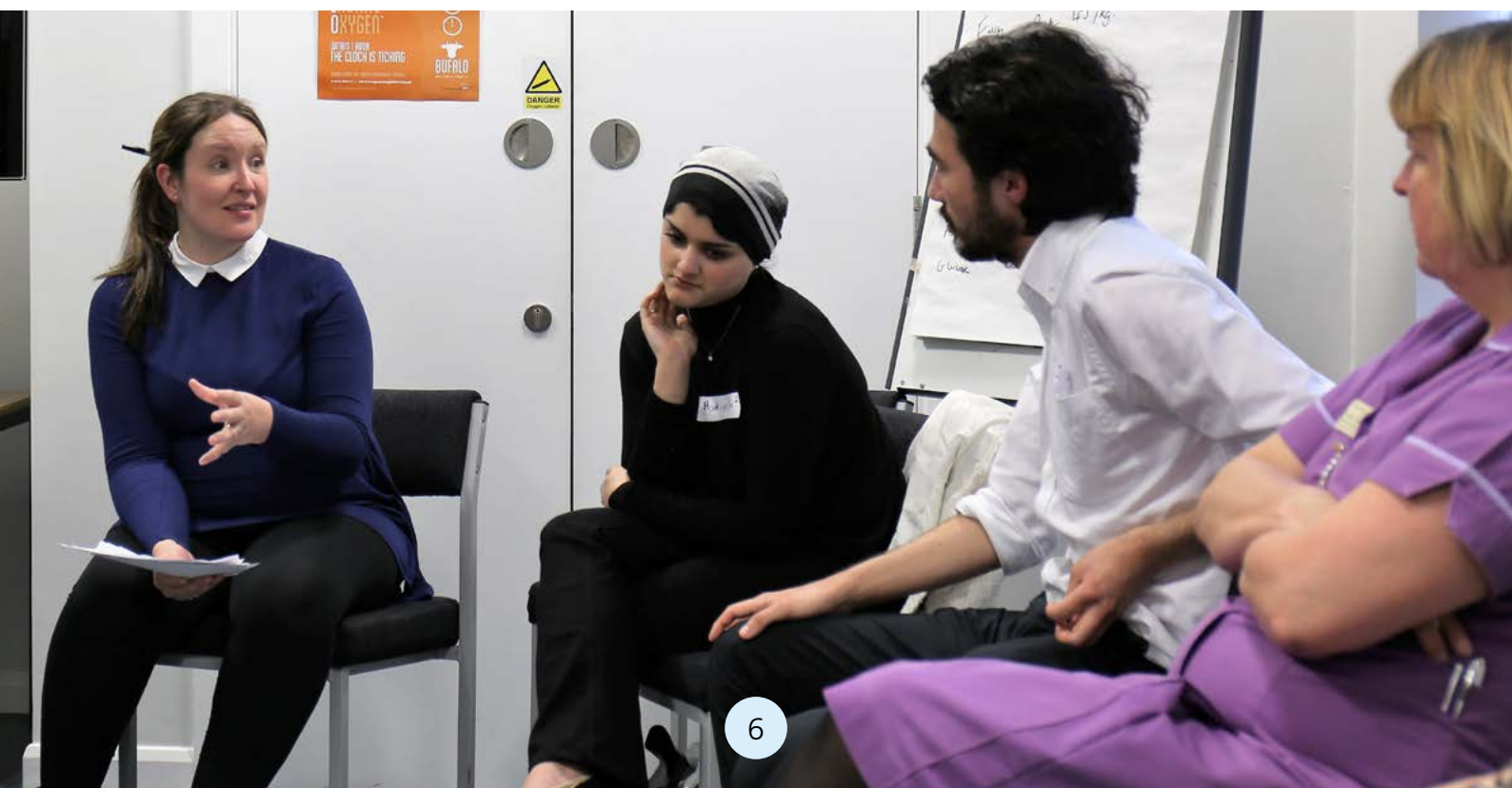
## External Drivers

- National Policy Frameworks
- HEE Workforce Strategy
- 7 Day Working
- Five Year Forward View
- Local STPs
- Apprenticeship Levy
- Carter Productivity
- Statutory Requirements
- Commissioning (CQUIN)
- HEE Quality Framework

## Regulation/Compliance

- CQC Standards of Care
- Equality Delivery System
- Professional Bodies e.g. GMC, NMC, HCPC
- NHSLA Standards
- Employment Checks/Safeguarding
- HEE/Deanery/Royal College requirements
- Apprenticeship Levy rules

Fig 2: Drivers for Change





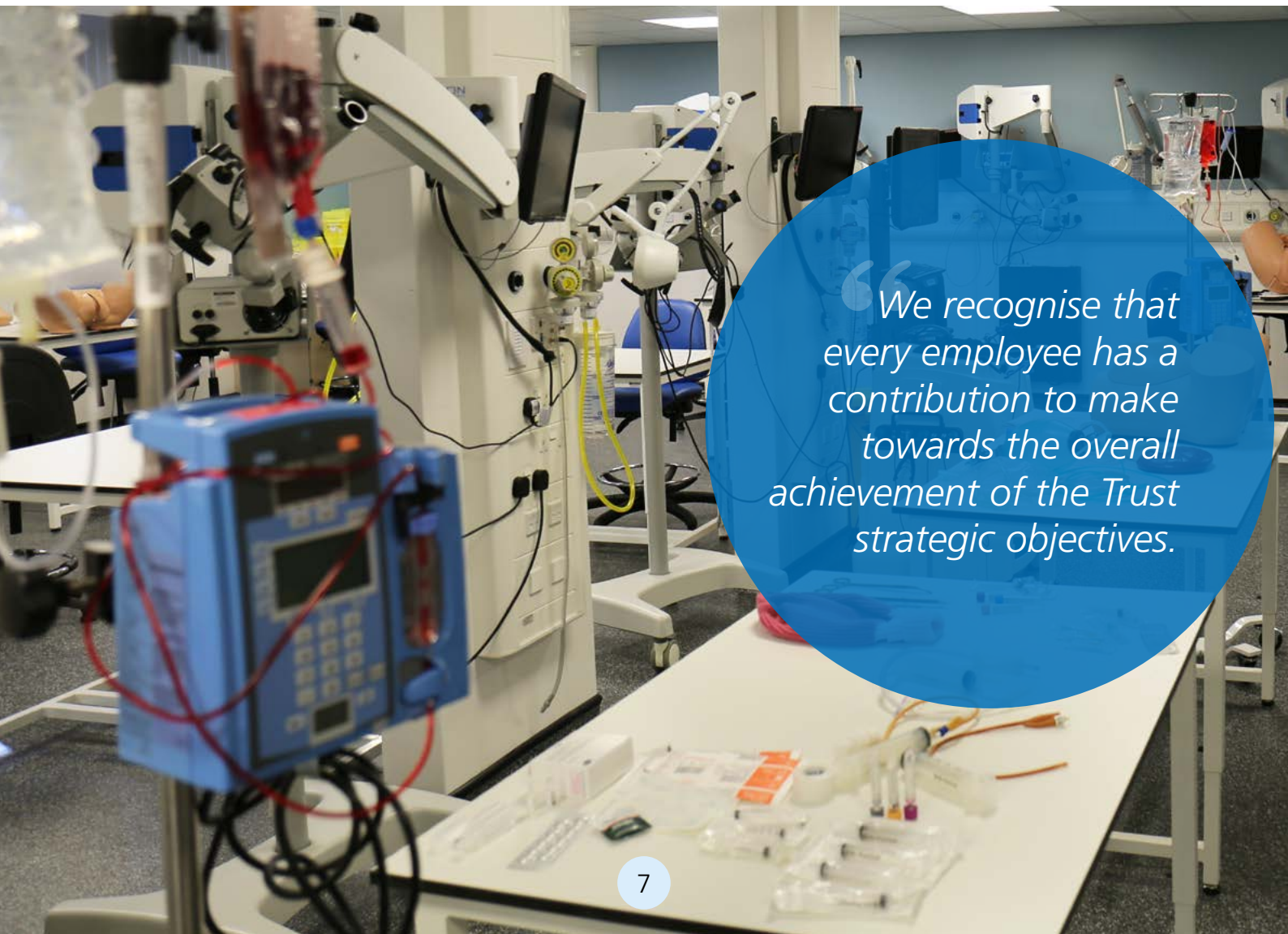
The organisation has a tripartite vision, high quality provision of

- **Healthcare**
- **Education**
- **Research**

The Education Plan is important as it sets out what we need to do in relation to further strengthening the provision of education and training. We recognise that every employee has a contribution to make towards the overall achievement of the Trust strategic objectives. To develop and maximise this contribution we are committed to a process of education, learning and development for all staff and to create a culture of a continually learning organisation.

As an employer we have two key roles in relation to education and training and the activities we undertake in relation to this can be grouped into the following categories:

1. **Education and training for our current staff.** As a provider of secondary and community care we employ over 5000 staff in a range of clinical and non-clinical roles. Through successful implementation of our Education Plan we aim to ensure that all staff receive the right education and training to provide high quality patient care and patient services
2. **Education of professionals in training and development of the next generation of healthcare professionals.** As a leading UK teaching hospital we are proud of our role and reputation in providing and supporting students and trainees during their clinical placements with us. We aim for excellence in our delivery and in the educational environments in which it is delivered.



*“We recognise that every employee has a contribution to make towards the overall achievement of the Trust strategic objectives.”*



## Components of the Education Plan

### Overarching strategic aim

The overarching strategic aim of this plan is to ensure we have a workforce that is appropriately educated, trained and skilled to deliver safe, efficient and effective care to meet the multiple healthcare needs of the local population and that our staff are prepared to work in the ever changing NHS.

### Key Objectives

Given the drivers for change previously outlined and our roles as an employer and provider of education we have identified 6 key objectives that we need to achieve in the next 5 years that will further strengthen our education provision, ensure we are a great place to work, be trained and meet the overall aim of the Education Plan. Our objectives are closely aligned to the HEE Quality Framework and BTHFT People Strategy.

1

To develop a competent, capable, caring and sustainable workforce

2

To provide high quality multi professional training

3

To develop excellence in delivery of patient safety training

4

To provide high quality learning environments with a culture for lifelong learning

5

To support and empower educators, trainers, mentors, supervisors

6

To ensure effective governance for all education and maximise the use of resources and funding to support delivery of the plan

Under the headings of the six objectives of the education plan we have set out how we intend to develop our staff through the provision of education and training.



# 1. To develop a competent, capable, caring and sustainable workforce

## Our 2019 – 2021 Priorities

- Develop a systematic approach to identifying the organisation's learning and development needs so that it can prioritise needs against available resources and ensure that delivery plans are in place
- Develop a co-ordinated approach to lifelong learning based on excellent appraisal and personal development plans which will also support the requirements of professional and statutory bodies in terms of revalidation/re-accreditation and maintaining registration to practice
- Ensure the systems are in place to meet basic/mandatory training requirements and provide assurance that staff have the required mandatory skills, knowledge for their role.
- Ensure sufficient capacity of training to meet demand delivery methods and times to suit the needs of all staff groups
- Promoting clear and equitable policies on access to education and training
- Ensure our staff have the right clinical knowledge and training skills to provide high quality support to students and trainees on placement in the trust
- Develop a culture of support for students and trainees on placement in the trust
- Ensure robust preceptorship is in place to support all newly qualified health care practitioners including those in new roles

## By 2024 we will have

- Provided training to ensure that our staff have the right skills to meet the demands of our existing and future service/patient needs
- Supported and developed our people so they excel at putting patients first and deliver the best possible services
- Provide opportunities for widening participation and clear career pathways for staff supported by appropriate education and training pathways
- Develop new training pathways for staff that follow care pathways and new ways of working
- Share our best practice in training pathway approaches
- Supported the implementation of the Trust Workforce Strategy and progressed support for the new NHS 10 year plan



## 2. To provide high quality multi professional training

### Our 2019 – 2021 Priorities

- Analyse the current training activity to understand the baseline and inform the process to maximise the multi professional training offer
- Develop and promote the Technical Skills Lab and Simulation Centre, as a leading centre for multi-professional training
- Increase the availability of multi-professional training events for staff and for students on undergraduate and post graduate training courses
- Develop our staff to work together effectively in multi-professional teams engaging with divisions and directorates to understand the needs and opportunities
- Engage with educators to encourage the use of multi professional education to meet current and evolving/future service needs and the curriculum requirements of students and trainees

### By 2024 we will have

- Developed and promoted the Technical Skills Lab, Simulation Centre and the Education Service, as a leading centre for multi-professional training
- Shared best practice with stakeholders
- Recruited educators with lived experience in their particular field





### 3. To develop excellence in delivery of patient safety training

#### Our 2019 – 2021 priorities

- Develop a simulation special interest group who will champion development of multi professional patient safety training
- Develop our staff, students and trainees to have a strong patient safety focus throughout their work
- Develop and deliver Human Factors training for all staff groups
- Develop relationships and processes to ensure the learning from incidents/complaints is embedded within education provision and that staff in training are supported through the process

#### By 2024 we will have

- An approach to developing training that is responsive and flexible to adapt to the changing landscape of the NHS and subsequent emerging workforce needs
- Ensured there is a solid evidence base to support the development of training programmes materials
- Education and training delivery will support improvements to patient safety and we will have developed outcome measures to assess the impact of training and provide evidence of this



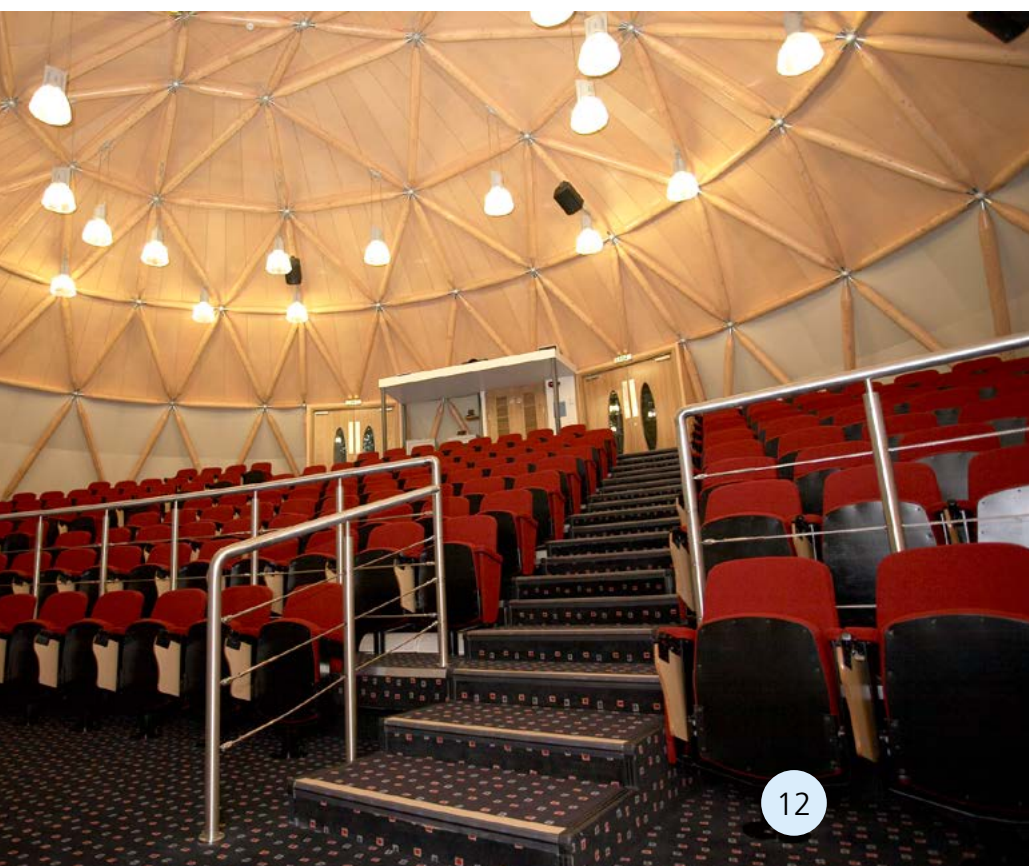
## 4. To provide high quality learning environments with a culture for lifelong learning

### Our 2019 – 2021 Priorities

- Develop systems and processes to facilitate a year on year improvement from our survey feedback across all healthcare professional and vocational training programmes
- Ensure we review our practice placement provision to meet the current and new requirements of the healthcare professional regulatory bodies.
- Increase the number of appropriately trained supervisors, educators, mentor and faculty
- Ensure we have a multi professional overview of practice placement areas to understand the overall demand for education supervision
- Develop a culture that promotes the importance of learning and development for students and trainees on placement within the Trust
- Ensuring an effective annual planning process to ensure that our internal learning provision meets the needs of patients, our learners and all our staff within the available resources
- Develop a culture that promotes the importance of learning and development for staff (clinical and non-clinical) within the Trust
- Provide a high quality education and development support service
- Provide high quality education facilities
- Develop opportunities for Technology Enhanced Learning

### By 2024 we will have

- Increased collaborative working and partnerships with local higher education institutes, further education colleges, Royal Colleges, professional bodies and HEE North.
- Have established a regional reputation as a high quality provider of healthcare professional education and training





## 5. We will support and empower educators, trainers, mentors, supervisors

### Our 2019 – 2021 priorities

- Ensure that provision and capacity for training supervision and mentorship is linked to the demands to increase workforce supply and a reduction in the vacancy position
- Foster strategic alliances and partnership working and, where appropriate, integration with others to support the delivery of high quality mentor and supervisor training and updates that meet professional body and HEE Quality Framework
- Provide high quality internal and external faculty development courses supported by regular appraisal and feedback to educators
- Support the delivery of a new consultants development programme and foster engagement of new educational supervisors

### By 2024 we will have

- Ensured the Trust is engaged with HEE North training board and other regional strategic education groups to inform the requirements to move to new models of supervision designed to meet the future workforce plans and new job role
- Engaged with divisional and practice based educators to ensure consistency in support
- Development and delivery of a structure within the Education Service to support delivery of the Education Plan



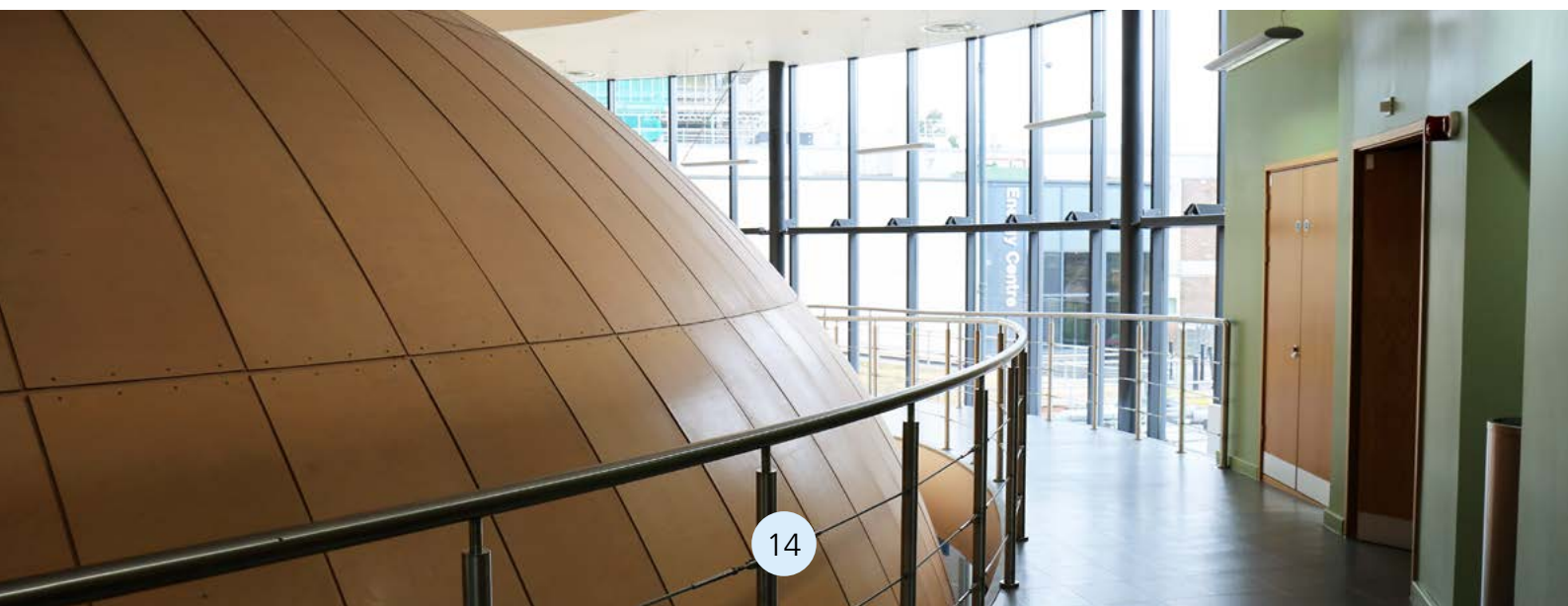
## 6. To ensure effective governance for all education and maximise the use of resources and funding to support delivery of the plan

### Our 2019 – 2021 Priorities

- Development of an education dashboard highlighting metrics for success and sharing good practice for divisional, directorate and corporate teams overseen by the Education and Workforce Sub Committee
- Development of actions plans as required to improve metrics within the education dashboard and celebrating success
- Development of a programme for implementation of the Education Plan closely aligned to the People Strategy
- Development of roles and plans to maximise the opportunities for income generation to sustain and develop the provision of high quality learning interventions
- Development of marketing strategies and plans, positioning the Education Service as a significant provider of education and training in the health and social care sector, seizing opportunities to generate income
- Developed a standardised approach to quality assurance for all internal education provision
- Develop guide for staff informing them how they can they can access skills and career development as part of the annual appraisal and the availability of any funding opportunities
- Maximising opportunities for external funding of education and training by publicising sources and developing bids for funding in advance
- Maximising the use of education funding from tariff and other sources based on commissioning intentions and workforce planning numbers

### By 2024 we will have

- Developed systems and approaches to evaluate and report on the impact of our investment in education and training and identify the return on investment for the organisation and regional education commissioners
- Implemented a structure within the education service designed to deliver high quality education provision supported by a business and marketing plan to maximise the use of the facilities and opportunities for income generation







## Implementation of the Plan

This plan sets out at a high level the actions that are required in the provision of education and training over the forthcoming years. Following engagement with key stakeholders a detailed plan for delivery is being developed. Progress against this will be monitored via the Education and Workforce Sub Committee.





