



University Hospitals Dorset
NHS Foundation Trust



LEARNING AND DEVELOPMENT Three Year Strategy

2023

2026

We are **caring** **one team** **listening to understand** **open and honest** **always improving** **inclusive**



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FOREWORD

University Hospitals Dorset NHS Foundation Trust is committed to the philosophy of education, learning and practice development, underpinning its objectives of providing excellent and safe holistic care for the population it serves. Fostering a culture of inclusivity, innovation and improvement, a highly skilled workforce is empowered and enabled to deliver this standard of excellence in all of its endeavours.



This strategy maps the aims and objectives of University Hospitals Dorset's approach to education, learning and development and its key priorities. Central to the strategy is that the Trust views education, learning and development as a community of staff that share an integrated approach to develop evidence based, best practice. The principles of this strategy dovetail with the academic strategy within the Bournemouth University Partnership.

An educated person is not simply a detached thinker but someone who learns in the deepest and broadest sense. They are engaged in the type of learning that has inclusive, ethical and practice related components. Learning occurs at many levels through study, engagement with practice and through the development of professional and personal values and identities. This multidimensional approach requires opportunities for the integration of intellectual, practical and ethical skills.

Lisa McManus

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Associate Director of Education, Learning and Development
University Hospitals Dorset NHS Foundation Trust

OUR SCOPE

The Learning and Development Strategy encompasses all learners employed within University Hospitals Dorset NHS Foundation Trust, extending to those on placement with us.

The scope of this strategy does not lead on workforce planning or Trust priorities, but rather feeds into and supports the educational workstreams within to deliver quality and service improvement as part of an iterative, evidence-based approach driving excellence in care.

This strategy sets out to deliver a responsive and accessible service for learning, development and knowledge mobilisation for the whole of the organisation's current and future workforce, in partnership with key stakeholders including; Bournemouth University, Dorset Integrated Care Board and NHS England.

A driving force for the Learning and Development Strategy is to create transparent, inclusive and accessible learning opportunities for the whole workforce and learners on placement as the Trust transforms, aligns and evolves following the merger and into the Trust wide transformation work.

The seven key deliverables enable quantitative and qualitative data collection which feeds and reports into the Education and Training Strategic Group, The Workforce Committee, the Trust Board and NHS England Workforce Training and Education.

Where mentioned, the clinical workforce refers to all registrants of UK regulatory bodies such as, but not exclusive to; Nursing and Midwifery Council, the Health and Care Professions Council and General Pharmaceutical Council. Additionally, the clinical workforce encompasses non-registered professionals including Healthcare Support Workers, Therapy Assistants, pre-registration students etc.

In contrast, the non-clinical workforce refers to all other occupations and professionals employed throughout University Hospitals Dorset which does not include hands-on patient care within their daily scope of practice. This would include; administration, Information Technology, estates, catering, engineers, business intelligence, workforce, finance etc.

This strategy does not include medical education drivers, activities or learners, beyond their use of the education facilities, the Knowledge and Library Services and as members of the multidisciplinary team. Medical education strategy is driven by the Wessex Deanery and NHS England.

OUR VISION

1

Create and sustain a blended learning environment that guarantees outstanding, responsive and evidence-based care and treatment delivered to our patients.

2

Deliver a standard of excellence in learning and development, ensuring the organisation remains actively engaged and continually striving to improve; supporting lifelong learning, employability and inclusive Continuous Professional Development for the whole workforce.

3

Empowering the whole workforce to be skilled and competent; providing training and career development opportunities supported by the Trust appraisal process that delivers employability and progression. Investing in economically valuable learning and development to improve organisational performance and workforce skills and competencies.

4

Ensuring accessible, inclusive, and flexible learning is available for the whole workforce; facilitating widening participation, apprenticeships and qualifications using diverse learning approaches.

5

Ensuring staff are equipped with the necessary skills to continually learn and collaboratively adapt to transformational changes across the Trust, the Dorset Integrated Care Board and the wider contemporary healthcare sector.

6

Ensuring high quality learning environments for multi-professional pre-registration learners using the coaching approaches; working with education providers including the Bournemouth University Partnership, Dorset ICB and NHS England.

OUR BEAT VALUES AND OBJECTIVES

The BEAT Education and Development Department set annual objectives that align with the annual Trust objectives and Values. They are set out as SMARTER objectives with Key Performance Indicators reviewed quarterly.

All departmental objectives further align with the Trust Values as tailored to education, learning and development as follows:

We are **caring** **one team** **listening to understand** **open and honest** **always improving** **inclusive**

We are caring

We respect and account for the psychological and emotional wellbeing of our learners, service users and team, being considerate to the needs of the wider service.

We are one team

All voices of our learners, service users and team are welcomed, heard and considered without hierarchy or exclusivity.

We are listening to understand

We are approachable and lead with compassion, being inclusive of all feedback from our learners, service users and team.

We are open and honest

We share lessons learnt and communicate our learning across forums, Trust networks and the Dorset Integrated Care System with transparency and openness.

We are always improving

We continuously look to quality improve our service, drawing from best practice and best evidence working to a standard of excellence always.

We are inclusive

We are responsive to individual learner needs, respect differences and diversity, and facilitate reasonable adjustments to create fully accessible learning.

OUR STRATEGIC AIMS

Lead a centre of excellence in education, learning and development, empowering all learners through inclusive, innovative, effective and efficient learning opportunities to positively impact patient experience.

University Hospitals Dorset NHS FT has identified 10 Key Strategic Aims for the Learning and Development Strategy:

1

Provide inclusive, evidence-based, accessible, online, face-to-face and blended learning, to lead and influence patient outcomes. Continue to provide a multi-professional learning culture inclusive of all nursing branches, midwifery, allied health professionals, healthcare scientists, non-registered, administrative, operational employees and skilled technicians.

2

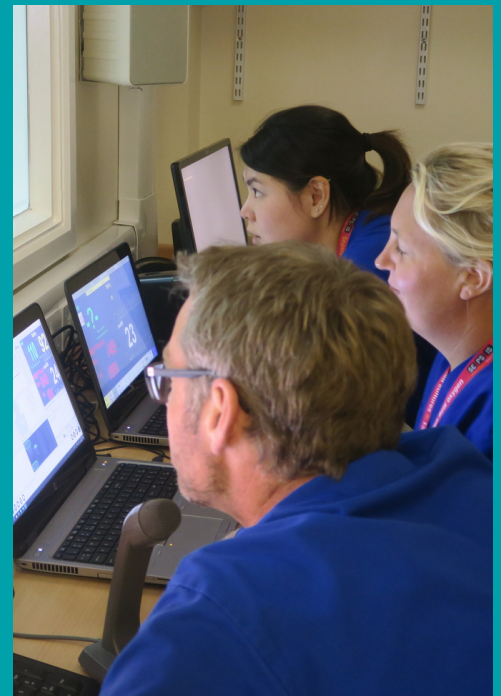
Provide and safeguard an outstanding learning experience within all our learning environments for the pre-registration, registered and non-registered workforce.

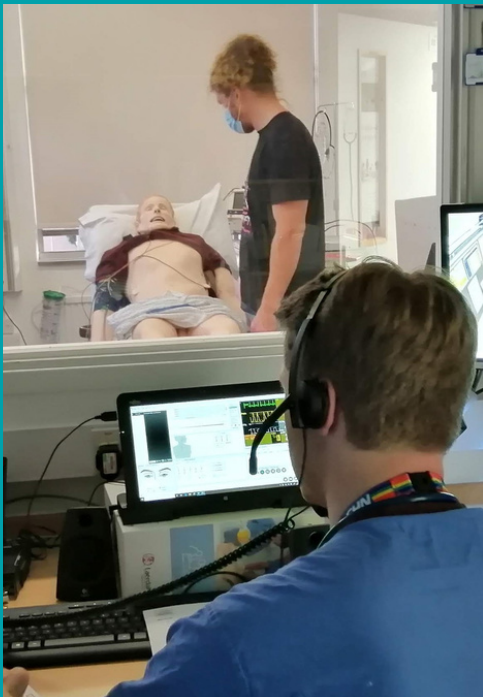
Continuously look for quality improvement opportunities to safely maximise student capacity in line with HEE Quality Framework (2021).

Work with partners to reduce attrition and improve retention in line with local and national priorities, with a focus on learner wellbeing, fitness to practice and preparation for registration.

3

Develop leadership, research, education and clinical practice programmes to guarantee a skilled and competent workforce, enabling a standard of excellence across all services. Ensure flexible research-led teaching, responsive to the annual Learning Needs Analysis (LNA) and Trust appraisal process.





4

Provide a learning infrastructure that is supported by digital and Technology Enhanced Learning (TEL) pedagogical approaches, utilising evidence based research and innovative approaches.

Continuously strive to develop, evolve and improve quality of processes to ensure learning and development needs are met for patient and personal safety, leadership, research, education and clinical practice.

5

Develop and sustain a total learning organisation approach, shaping future workforce development. Continue to develop our digital and TEL offerings and provide evidence-based multi-professional simulation pedagogy.

6

Assess, prioritise and agree learning needs with UHD Trust Board, to meet both the Trust's strategic transformation direction and individual needs for the whole workforce.

7

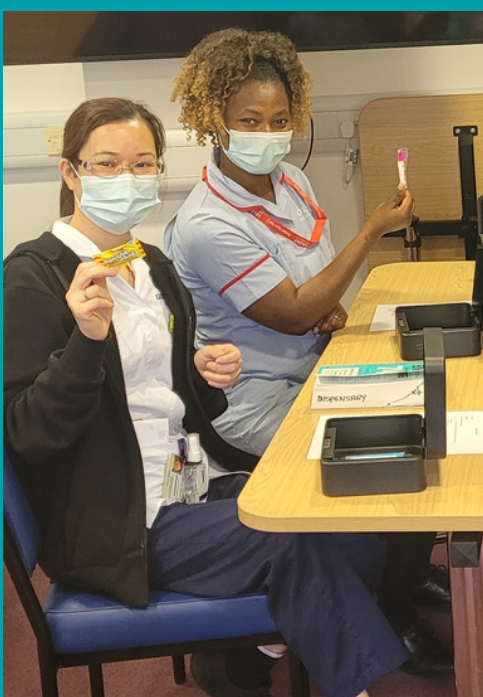
Provide high-quality learning and development that is efficient and effective. Ensuring equality, diversity, inclusion and sustainability.

Working with our partners to facilitate sustainable, economically viable, and environmentally responsible lifelong learning.

8

Work in partnership with Dorset Integrated Care Board (ICB) and as part of the Bournemouth University Partnership, shaping future workforce development in line with the Dorset People Plan and Trust transformation strategy.

Facilitate the integration of education guidelines between health and social care, Dorset ICB and NHS England





9

Deliver excellent, evidence-based, inclusive and engaging NMC Test of Competence compliant Internationally Educated Nurse Training.

Facilitate sustainable, culturally sensitive and enjoyable pastoral support, transition and preceptorship for Internationally Educated clinical workforce enabling them to reach their full potential as employees of UHD and UK registered professionals.

10

Facilitate and expertly deliver multi-professional clinical simulation learning across innovative learning environments.

Provide state of the art simulation facilities within the Education Centres, and enable in-situ simulation opportunities to be delivered across the organisation.

Continuously improve and develop innovative learning opportunities utilising TEL and blended learning approaches, which are inclusive, enjoyable, engaging and offer psychological protection with sensitive and evidence-based debriefing.



OUR STRATEGY INTO ACTION

Policy intent

To deliver the BEAT Learning and Development Strategy the Trust will agree the following policies and procedures:

- Accreditation of Prior Learning Policy
- Apprenticeship Policy and SOP
- Clinical Placement Policy for Non-Medical, Pre-Registration Learners
- Did Not Attend Training SOP
- Education Evaluations SOP
- Educational Needs Assessment Policy
- Essential Core Skills Policy and SOP
- Managing Learner Absence SOP
- Managing Learner Concerns SOP
- Patient and Personal Safety Training Policy
- Preceptorship Policy for Newly Qualified Health Care Professionals Policy
- Room Usage SOP
- Safe Demonstration of Nursing Procedures for Pre-Registration Nursing Learners SOP
- Simulation Policy and SOP
- Continuing Professional Development Policy
- Training Requests to the BEAT Department SOP
- Trust Induction Policy and SOP



OUR DELIVERABLES

Our deliverables have been aligned with the quality domains set out by Health Education England in their [Quality Framework \(2021\)](#) on the Dorset People Plan.

Key Deliverable 1 - Quality Improvement

Review, share and improve from learner and stakeholder feedback to ensure we are providing outstanding, high-quality, evidence-based learning environments.

Perform timely learning environment audits to ensure placements are of a high quality in line with HEE Quality Framework (2021), and training providers are accredited where needed for professional requirements.

Develop a culture across the organisation that values education through role-modelling, visible leadership, Trust Board engagement, and by ensuring that 'education' is a standing agenda item at Strategic Workforce Committee meetings.

Align medical and non-medical Quality Assurance processes. Provide Trust assurance that we facilitate inclusive access to training opportunities for all learner groups.

Develop digital and TEL education, ensuring training is accessible for those with learning differences and disabilities.

Key Deliverable 2 - Collaborative working

Ensure the Education and Training Department works with Organisational Development to facilitate annual appraisals, and that individuals are provided with opportunities to progress through Continuous Professional Development conversations, apprenticeships and career development pathways.

Facilitate appropriate learning opportunities for clinical and non-clinical staff, ensuring widening participation in all areas.

Enable all learners and educators to feel empowered in raising concerns and to learn from incidents in alignment with the Health and Safety, Quality and Patient Safety Teams through embedded systems and processes of quality management.

Work collaboratively with the Finance teams to ensure the NHS England tariff is transparent and is used to underpin infrastructure of the multi-professional education team to support education and training throughout the Trust.

Key Deliverable 3 – Supporting learners

Supporting all learners through the Workforce Strategy Committee, ensuring that we meet external curricular requirements as set by Education Providers and regulatory authorities.

Ensure that all apprentices receive regular reviews that drive forward their personal and professional learning requirements with a focus on employability and retention.

Provide all our learners with opportunities for personal development in line with their appraisal or Personal Development Plan utilising NHS England grants and funding effectively, sustainably and with transparency.

Continue to provide pastoral support through multiple mechanisms, including the Professional Nurse Advocate and the Freedom to Speak Up Guardian role.

Key Deliverable 4 – Supporting educators

Ensure that all educators receive an annual Trust appraisal that includes a values based discussion and Personal Development Plan encompassing their educational role and skills.

Provide and support educators with opportunities for personal development in line with their appraisal and Personal Development Plan. Provide robust mechanisms to support educators in developing their skills, utilising reflection and 360 feedback.

Recognise, develop and support our educators through educator development sessions, the Clinical Practice Educator Group Network, and an annual educator awards event.

Ensure that job descriptions, titles, scope of practice, plans and working rosters reflect educational activity.

Key Deliverable 5 – Supporting research and development

Work collaboratively across the South West and South East region, with our Education Providers and within the Bournemouth University Partnership to provide sustainable opportunities for research and development, feeding into the Education and Training Strategic Group, and Workforce Strategy Committee for oversight and approval.

Establish a sustainable process for Master's and PhD learners to work effectively with the Trust's Quality Improvement and Organisational Development Teams, to facilitate impactful and meaningful research and quality improvement projects.

Key Deliverable 6 – Design and delivery of curriculum

Be responsive to curriculum changes. Work in partnership with Education Providers in the design of curricula.

Work with Education Providers and the Bournemouth University Partnership to scope the delivery of in-house educational programmes appropriate to the learning needs of the local population, and as required for the UHD Transformation Strategy.

Utilise TEL to engage and support learners and educators in the delivery of evidence-based curricula utilising blended, flexible pedagogies.

Utilisation of Dorset Knowledge and Library Services, and clinical skills educators to support the delivery of curricula, feeding into the Education and Training Strategic Group, and Workforce Strategy Committee for oversight and approval.

Foster a culture of innovation and improvement by:

- Driving evidence-based innovations
- Undertaking service evaluations
- Ensuring Dorset Knowledge and Library Services, and Medical Education Research are key members of the Workforce Strategy Committee
- Ensuring a Service Development lead is in post
- Delivering an Education Transformation Working Group

Key Deliverable 7 – Developing a sustainable workforce

Engage with employers, Dorset Integrated Care Board (ICB), Education Providers and widening participation schemes to promote healthcare careers to the local population in order to raise aspirations, discover hidden talent, and enable access to education in deprived areas.

Supporting the early adoption and innovation of new roles and skill sets, ensuring clear career development pathways and opportunities are transparent, accessible and equitable for all.

Work with identified professional and career leads across the organisation to embed career conversations and development opportunities across all roles.

Safely increase and maintain the capacity for learners on placement in line with HEE Quality Framework (2021) and other national priorities, working collaboratively across the Dorset Integrated Care Board.

Deliver quality and accessible Essential Core Skills Training with monthly compliance statistics feeding into the Education and Training Strategic Group, and Workforce Strategy Committee for oversight and approval.

CONCLUSION

The BEAT Learning and Development Strategy sets out the changes that are required for the delivery of education and training for the whole workforce over the next three years at University Hospitals Dorset NHS Foundation Trust.

Through our strategic aims and key deliverables we will facilitate a standard of excellence in learning and development, which is inclusive of all service users, and acts as a model of performance for our key partners across Health Education England South West.

A detailed action plan of the key drivers set out in this strategy will be developed and reviewed at the quarterly Education and Training Strategic Group

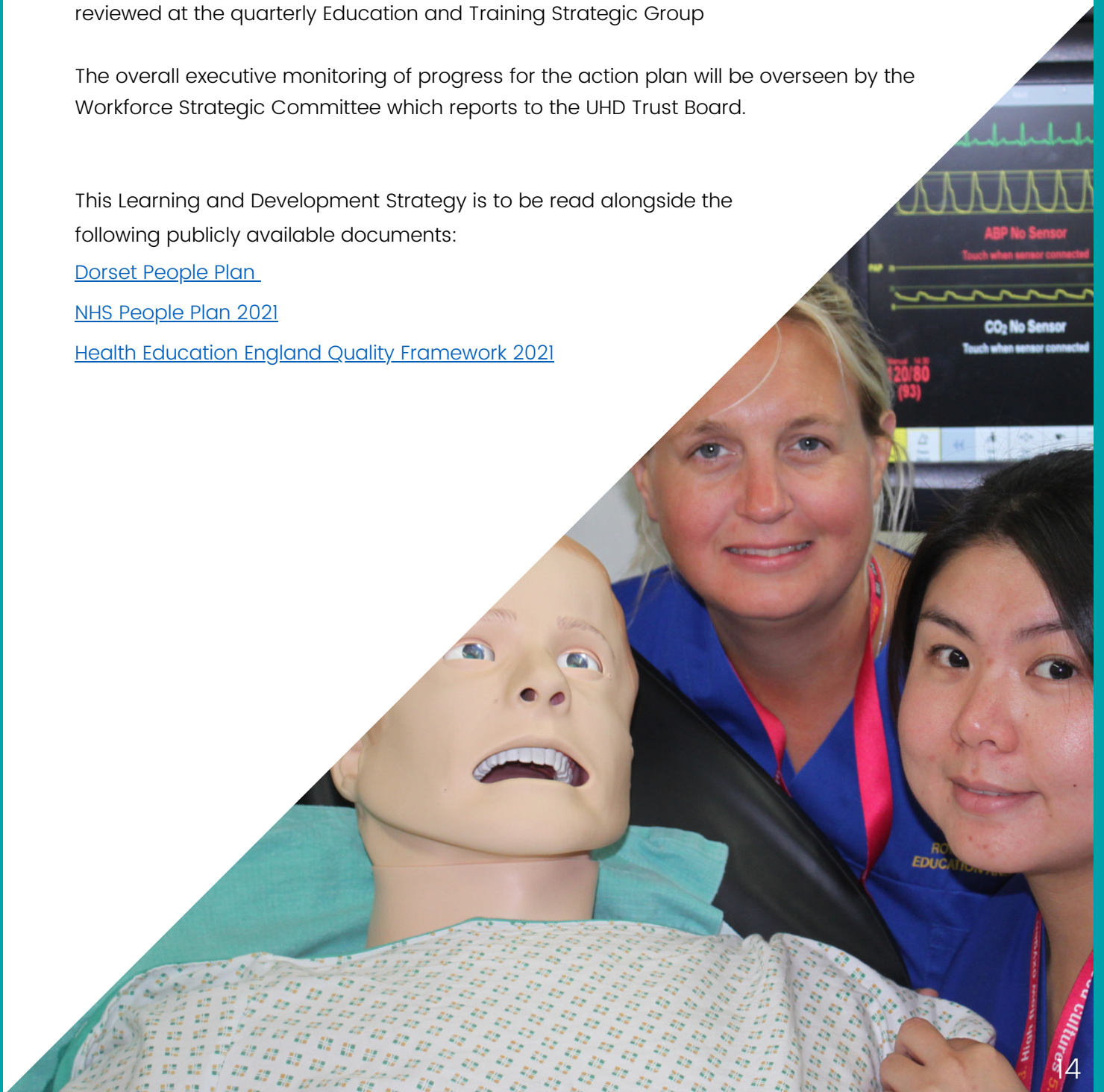
The overall executive monitoring of progress for the action plan will be overseen by the Workforce Strategic Committee which reports to the UHD Trust Board.

This Learning and Development Strategy is to be read alongside the following publicly available documents:

[Dorset People Plan](#)

[NHS People Plan 2021](#)

[Health Education England Quality Framework 2021](#)



OUR STRUCTURE

