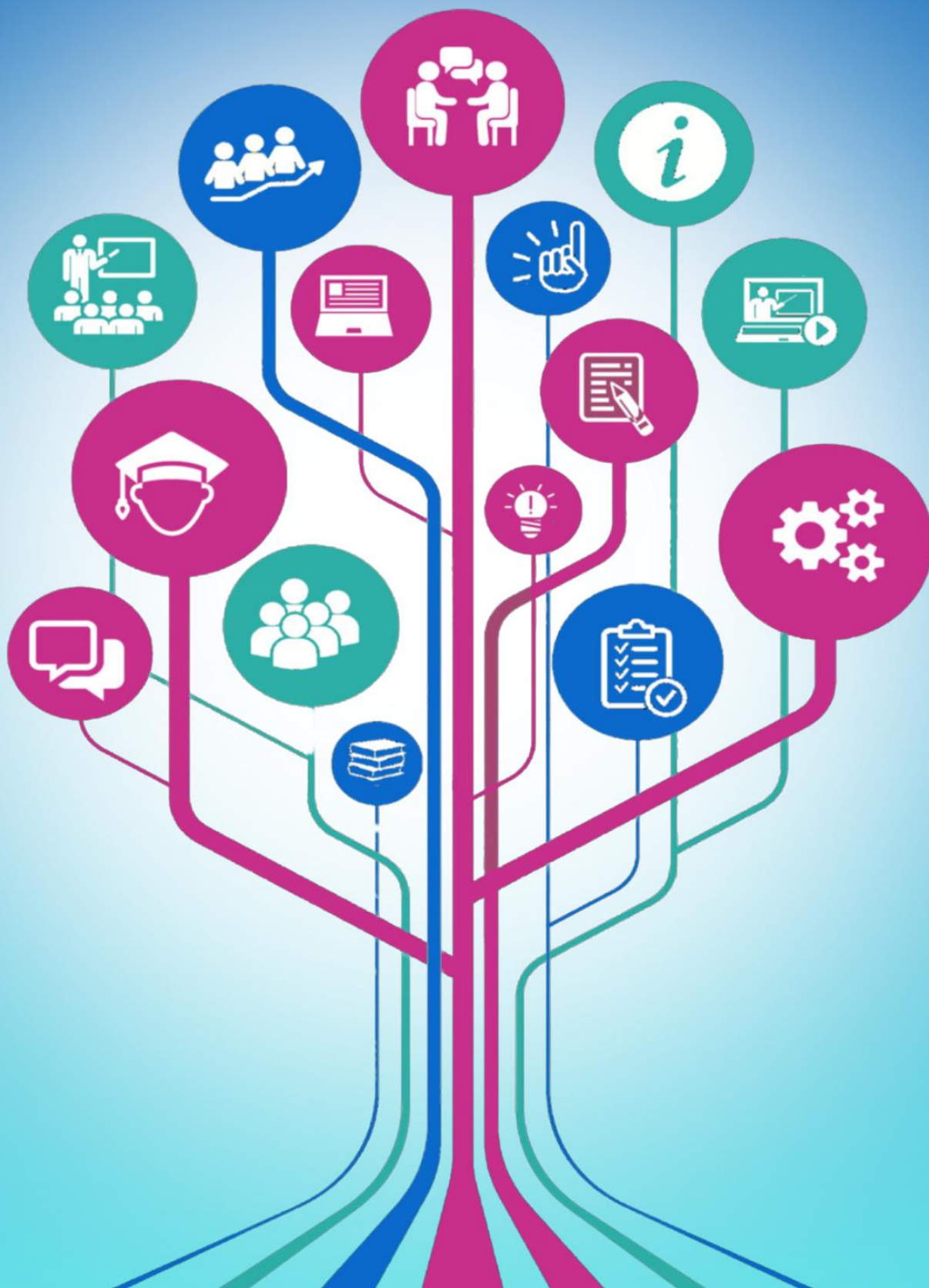




Golden Jubilee

Learning and Organisational Development
Annual Report 2023/2024



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3

Introduction

Welcome to the Learning and Organisational Development Team (L and OD) annual report for 2023/2024. This report highlights our areas of focus for the last 12 months and key work streams for 2024/2025.

During the year we welcomed new team members and said our goodbyes to others.

- Graham Lamont joined us in April to take up the role of Learning and Education Lead.
- Natasha De Bock started her maternity leave and Karen Black joined us for 6 months to provide cover in our Administration team.
- In March, Sandra Hill left the team and Golden Jubilee to spend more time with her family and grandchildren.

It was a busy and productive year for us. We started off with a plan, and achieved a lot within that, but some projects took longer than anticipated and along the way we picked up some new pieces of work!

Our plan to move towards a new learning management system – Turas Learn – was a significant project for the Team. Turas Learn will be the one-stop shop for all things learning. It may sound familiar as it is the platform that hosts our appraisals and national eLearning resources. To support this move, the team have redesigned existing eLearning content, built learning sites and carried out a huge housekeeping exercise to migrate our data to the new system.

The Learning and Development team also delivered a training calendar, managed the further and higher education scheme, provided monthly reporting on appraisal and mandatory training compliance, launched a new managers hub and much more!

The Organisational Development (OD) team was also busy working on a range of projects. There was a significant time investment in the delivery of the OD and Wellbeing Plan designed to support teams and services aligned with the new Surgical Centre and reconfigured Outpatients Department.



This comprehensive plan contained a number of actions including peer support 'brew and blether' sessions, team foundation workshops, a retention project pilot and the start of a culture programme within the Theatres setting.

The OD team also worked in collaboration with other health boards to deliver two regional leadership programmes and the launch of a leadership mentoring pilot. They also supported the delivery of the national Leading for the Future Programme and Coaching collaborative. This was also the third year we managed the annual iMatter cycle and we were delighted within the increase in engagement and response rates.

We have faced some challenges this year that impacted our work plans and training delivery, namely; securing suitable space for training and development sessions, and staff access to IT equipment to participate in virtual learning. We will be considering how that influences our work plan for 2024/2025.

We hope you enjoy reading our report, feel free to contact us directly should you have any questions.

Donna

Donna Akhal, Head of and Learning and Organisational Development

4

Our Year in Review



25 staff Attended one of our internal management development programmes

45 staff Attended training to support them with challenging conversations

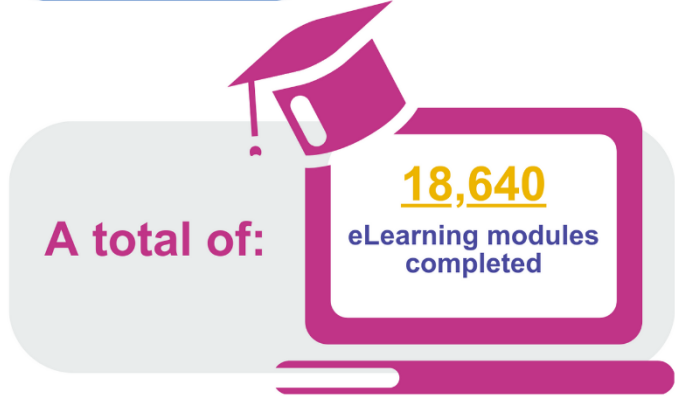
16 staff Engaged in coaching

13 teams Engaged in team effectiveness activity

9 leaders Attended the New Step into Leadership Programme

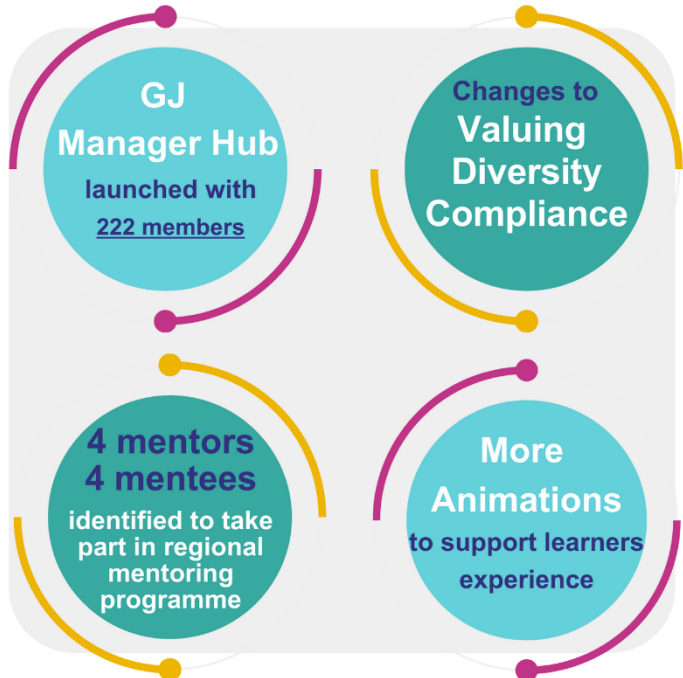
76 staff Attended Health and Wellbeing related training

338 staff Attended a facilitated workshop



Turas Learn

Launching a "One-Stop Learning" Platform



5

Learning Needs Analysis

“**Continuous learning is the minimum requirement for success in any field**”
 Brian Tracy, Author of 'The Psychology of Achievement'

Our annual Learning Needs Analysis (LNA) process helps identify the priority learning and team/organisational development needs across all departments within the Board.

In 2023/2024 £98,850 was allocated to 33 departments to support bespoke role specific learning and development activity that often needs to be sought externally.



This year we focussed on streamlining the process and moved to using Microsoft (MS) Forms to collate the information provided from department managers. As MS Forms automatically collated this data, we saved quite a bit of time on data processing.

We also hosted a number of awareness sessions for managers to give them the opportunity to find out more about the process, how best to prepare and complete the LNA form and what happens once they are submitted. These were well attended by managers wanting to refresh their knowledge to get the most out of the process.

Future
FOCUS

We are looking to further streamline our LNA process for the coming year and will be asking managers to confirm what learning and support they would like from our L and OD function over and above the current offerings.

We will also be working more closely with our Finance colleagues to ensure we effectively allocate and monitor the training budgets allocated to department Managers.

6

Further Education

The Further and Higher Education Scheme supports colleagues in their personal and professional development by awarding a percentage of funding towards the fees of accredited courses or recognised qualifications.

The scheme was launched in May 2023 and we received 14 applications from a wide variety of departments, 13 of which were successful.

Successful applicants received

75% funding (to a maximum of £2,000)

towards their course fees.



Are you thinking about furthering your development by learning something new?

Are you looking to consolidate your current knowledge with a qualification or accreditation?

The 2023/24 Further and Higher Education scheme is now open!

If you have been a permanent employee for at least 12 months, you can apply for funding to cover 70% of your course fees, up to £2,000.

Full details on the scheme can be found on our Learning and Education page of HR Connect, or you can contact the Learning and Organisational Development Team at GJNHLAndODInfo@gjnh.scot.nhs.uk.

Closing date for applications: 26 May 2023.



13 out of 14 applications successful.

**A total of £17,716
was awarded.**

Some of the courses requested included:



MSC Nursing: Advancing Professional Practice



Yoga teacher training



Diploma in Language studies



BSC Health Sciences



Diabetes Care: A multi-professional approach



The funding allowed me to continue with my Masters qualification which I will utilise in my day to day practice and help develop quality improvement, and greater understanding of specialised skills in my role within Prevention and Control of Infection. Without this funding I may not have been able to complete this course and further my education

Hannah, Infection Control Team



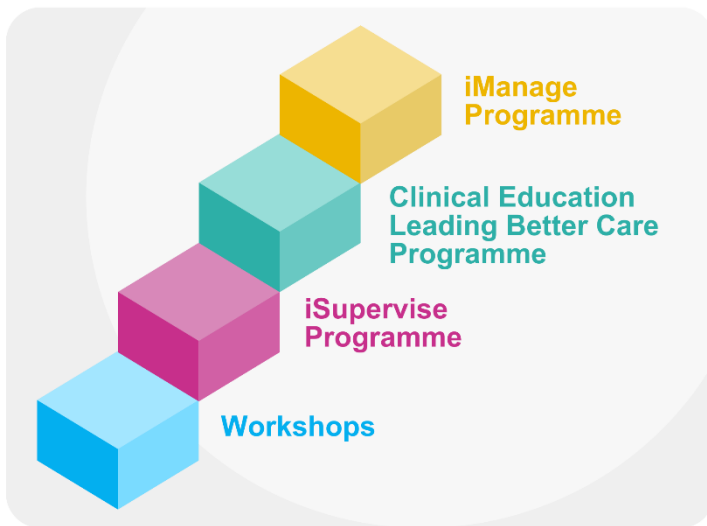
**Future
FOCUS**

Confirm funding available to support the launch of a 2024/25 scheme with the aim to launch this scheme in May 2024, to coincide with the academic year.

7

Management and Leadership

“Every good leader is part manager and every good manager is part leader”
 Condoleezza Rice, Former United States Secretary of State



- **iManage**

This 4-day programme was updated and relaunched in September with an initial **cohort of 14 delegates.**

This covered a diverse range of practical and theoretical learning for Managers and included input from our HR colleagues along with our Equalities and Inclusion Lead. We are in the process of undertaking a full evaluation of this programme prior to the next cohort launch towards the end of 2024.

- **iSupervise**

Our 4-Day iSupervise programme was designed to meet the needs of existing or aspiring supervisors and team leads to explore a range of personal skills to support them in building effective teams. This programme continued to be popular this year with

11 staff attending.

- **Clinical Education Department's Leading Better Care**

We continued to support our Clinical Education colleagues with their Leading Better Care programme for aspiring or newly appointed Band 6 and Band 7 nurses. Our team delivered workshops on leadership and self-awareness.

- **Additional workshops**

As well as the programmes above, several 'stand-alone' workshops were offered from both in-house and external subject matter experts.

18 staff attended

Challenging Conversations for Managers

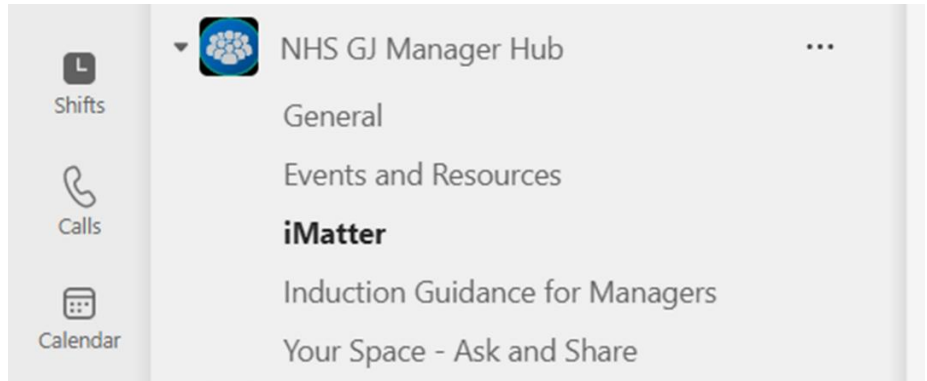
30 staff attended

a session on Understanding iMatter

Over 30 colleagues attended our sessions on iMatter, gaining an overview of the process as well as targeted support on understanding results and action planning. We noted that managers who attended an awareness session were more able to navigate the webropol system and so relied less on the iMatter team for support. We also saw a positive uptake in action planning from managers who attended the Action Planning sessions.

- **NHS Golden Jubilee (GJ) Manager Hub**

Our manager virtual 'hub' was launched in May 2023 with the purpose of signposting helpful resources and development opportunities to all managers throughout our organisation, along with providing a 'space' for networking.



In July, the Hub hosted 'A conversation with Gordon James' which was well received. Since then the Hub has offered a number of bite sized learning events and 'Ask the Expert' sessions including;

- Reasonable Adjustments, offered by Business Disability Forum
- Leading to Change webinars including 'The Power of Networks' and 'Digital Leadership'
- Occupational Health Referrals
- Absence Management
- Whistleblowing and Creating a Speak-up Culture
- Emotional Intelligence

**NHS GJ Manager Hub had
222 members in March 2024**

**Future
FOCUS**

Development of a new Manager's Essentials programme that will support managers with their day to day responsibilities. It is expected that this programme will cover topics such as HR responsibilities and systems, procurement processes, finance, occupational health referrals etc.

We will be reviewing our learning material to support our contribution to the Leading Better Care Programme to reflect the Leading Excellence in Care standards.

We also intend to arrange a series of 'Conversation's with', further 'ask the expert' sessions and bite-sized learning workshops via the GJ Management Hub.

We will be working with the Medical Director to scope out and facilitate a medical leadership and management programme, supporting our Associate Medical Directors and Clinical Directors.

9 Leadership Development

“Leadership and learning are indispensable to each other”

John F Kennedy, Former USA President

Regional and National Programmes

• Step into Leadership

This year we managed and facilitated the pilot programme ‘Step into Leadership’ in collaboration with NHS Ayrshire and Arran and NHS Dumfries and Galloway.

This programme was designed to bridge the gap between our management offerings and regional and national leadership programmes, supporting managers at the start of their leadership journey.

This programme was held from April to June 2023, ending with a celebration event at our very own Golden Jubilee Hotel for the 30 participants, **including 9 GJ Managers.**

The programme was well received which led us to engage in discussions with our West of Scotland Board colleagues to consider future cohorts of this or a similar programme.

• Leading for the Future

We also supported the **delivery of cohort 13** of the NHS Scotland national programme ‘Leading for the Future’.

This programme targets senior leaders across health and social care with a focus on adaptive leadership theory.

It includes masterclasses, development sessions, skills practice workshops, and adaptive learning sets.

This cohort commenced in September with **3 senior leaders within GJ** securing a place on the programme.

• Mentoring Pilot

Mentoring offers NHS GJ further opportunity to deliver on its aims around robust leadership development, succession planning, talent management, operating as a learning organisation and extending professional networks in Scotland’s healthcare system. Building on our Board’s strong foundation of cross-Board collaboration with organisational development opportunities, we were delighted to initiate and lead the development of a cross-Board leadership mentoring project for new and aspiring leaders in NHS Golden Jubilee.

The project kicked off towards the end of 2023 in partnership with NHS Lanarkshire, NHS Forth Valley and NHS Greater Glasgow and Clyde. By March 2024, we had identified 15 experienced directors who were matched with mentees from another NHS Board.

This included 4 Mentors and 4 Mentees from GJ.

Learning resources and briefing sessions were also developed to support participants.



• GJ Senior Leadership Development

We continued to support the development of the Senior Leadership Group through facilitation of workshops.

This year, we facilitated discussions in June and November to stimulate thinking around our organisational culture, shared values and leadership behaviours.

Outputs from these conversations have informed our approach to a **Culture and Leadership Programme** which was approved by our Executive Leadership Team.



**Future
FOCUS**

There are ongoing discussions with the regional health boards regarding future leadership development, with opportunities for sharing resources which may impact delivery in 2024/25.

There is interest from 2 other NHS boards, namely NHS Forth Valley and the State Hospital, who have requested to join our faculty to access the Leadership 3 Programme. This will potentially support the delivery of an additional programme in 2024/2025 and will offer wider networking opportunities for our participants.

To build our internal resilience and ensure access to the national Leading for the Future programme a member of the OD Team will commence the faculty training.

Mentoring sessions will commence in May 2024 and run until December 2024. The pilot will then be fully evaluated in terms of experiences, processes and impact, with recommendations on how leadership mentoring could become an established development opportunity for our Board in the future.

11

Coaching

“

Coaching is unlocking a person's potential to maximise their growth

”

John Whitmore, Author of *Coaching for Performance*

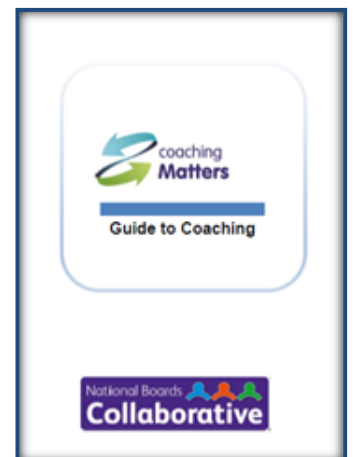


We continued to offer coaching to all staff within NHS GJ as well as support the work of the National Boards' Coaching Collaborative. Staff were also supported to access the Health and Wellbeing coaching service offered by our colleagues in NES.

To ensure our internal coaches were supported with their practice, we offered 2 coaching supervision sessions.

Continuing Professional Development

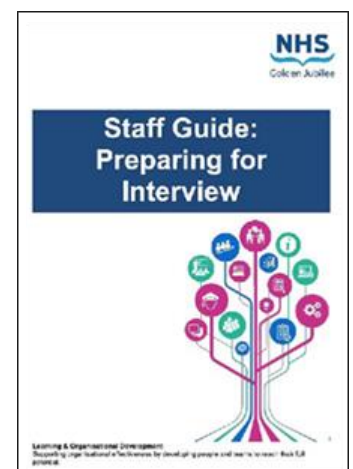
We were also part of the faculty arranging the National Collaborative CPD event, 'How does our internal world impact the quality of our coaching' held on 29th February.



Interview Coaching

We were delighted to support requests from staff to help them prepare for upcoming interviews.

Staff benefitted from one-to-one support in understanding competency based questions and the importance of research, self-reflection and practice to support their confidence and readiness.



Future
FOCUS

We will continue to strive to meet the demands for coaching within NHS GJ and support the work of the National Boards' Collaborative to increase access to coaching.

Chris's Feedback



I had the pleasure of taking part in both Leadership 3 and receiving leadership coaching from NHS Golden Jubilee.

Leadership 3 was really useful to gain some understanding around leadership principles such as psychological safety and to work through some challenging issues in action learning sets. It was great to meet people from across the various departments of multiple different boards and I learnt a lot from this.

Coaching followed this course and has been amazing. It was challenging to start with, and tiring, but it really got me thinking in depth about leadership and working in teams. It helped me to apply leadership 3 to my practice and I have seen myself grow as a leader as a result.

Combining the 2 things has been incredibly valuable to my career, thank you!

Christopher Gee
Associate Medical Director

13

Team Effectiveness

“Team based working is vital for high quality, continually improving and compassionate patient care and for staff wellbeing.”

Professor Michael West, Professor of Work and Organisational Psychology

In 2023/2024 we supported
13 teams with activities
including...



- 1-to-1 interviews to support diagnostic assessment
- Self-awareness and communication styles (using MBTI or DiSC)
- Establishing ways of working (agreed behaviours)
- Establishing team purpose and role clarity
- Building relationships
- Networking

Please note:

These development activities were in addition to the extensive team development that was delivered within the OD and Wellbeing Plan for hospital expansion.

Expansion OD and Wellbeing Plan

The OD and Wellbeing Plan for Phase 2 Hospital Expansion was agreed in February 2023, with the purpose of providing the organisation with focussed learning and development support that will positively impact on the effective and timely delivery of the expansion programme. It targeted those services and teams who would be working in the new Surgical Centre and reconfigured Outpatients Department, and detailed a range of interventions and support which would be offered through to April 2024.

5 broad pillars of development support were provided which was then broken down into a detailed Action Plan.



37 actions were captured in the Action Plan that pulled together a range of both existing and new provision and recognised the contribution of clinical and service-specific development provided by a range of colleagues within NHS GJ.

The delivery of the Plan was closely monitored by the L and OD Department and the impact reviewed using the 'success indicators' identified in the detailed Action Plan and feedback from both participants and key stakeholders. A full evaluation report will be prepared and shared with key stakeholders – some highlights are provided in the graphic below.



4 more teams were also supported with team development activity as part of their role within the expansion programme; a medical team, CSPD, Rehab and the Patient Coordination Centre management team.

2 peer support networks were piloted with nursing leaders to support new staff (appointed within 2 years) to build their professional networks and confidently lead their teams within the expansion programme.

14 training courses/ workshops/ masterclasses were created or refreshed and then delivered to support staff and managers with a range of issues associated with change and wellbeing, recognising the significant disruption.

A number of these workshops were also delivered on multiple occasions to support attendance across the year. These workshops were designed to sit complementary to existing training courses and programmes and could be categorised under **2 key themes**:

- **Managing staff through change:** challenging conversations, facilitating change and overcoming resistance, early conflict resolution, wellbeing conversations, appraisal awareness, mental health first aid.
- **Building confidence, resilience and wellbeing:** managing self in times of change, thrive at work, appraisal awareness, personal resilience, challenging conversations for all, assertive communication, breathing for stress.



Longer-term development projects were also initiated on a pilot basis to address culture and staff retention:

- A **culture pilot** commenced in Theatres in October 2023 and work is now gaining momentum around using a quality improvement methodology to enhance the culture experienced by all staff working within Theatres and, in doing so, continue to support high quality patient care.
- A **Staff Retention Pilot Project** in Critical Care Nursing was delivered over a four month period and concluded in December '23. Work is ongoing to agree and deliver the resulting action plan, and to consider the Project's recommendations for staff retention work across all services in the Board.

Future FOCUS

There are ongoing discussions with the regional health boards regarding future leadership development, with opportunities for sharing resources which may impact delivery in 2024/2025.

There is interest from 2 other NHS boards, namely NHS Forth Valley and the State Hospital, who have requested to join our faculty to access the Leadership 3 Programme. This will potentially support the delivery of an additional programme in 24/25 and will offer wider networking opportunities for our participants.

We are building our internal capacity to support delivery and access to the National Leading for the future programme. A member of the OD Team will commence the faculty training supporting two members of the team to facilitate on this programme.

Mentoring sessions will commence in May 2024 and run until December 2024. The pilot will then be fully evaluated in terms of experiences, processes and impact, with recommendations on how leadership mentoring could become an established development opportunity for our Board in the future.

Russell's Feedback



We had invited a facilitator from the OD Team to join our CfSD Strategic Planning and Programme Management Office team day. Throughout the day they made sure we felt supported, with a professional and warm attitude and demonstrating they were highly experienced in L and OD.

The workshop struck the perfect balance between being informative and interactive. All the tips and guidance shared with us felt directly applicable and that 'a-ha' moment when things began to fall into place.

The OD consultant did a great job in engaging with everyone from the team, there was lots of information and learning provided throughout the day yet we never felt pressurised to participate more than what felt comfortable to us. We revisited our Team Vision in order to reflect/restate our current function and purpose and captured our aspirational objectives for the coming year. The session was useful and engaging, the buzz around the room was evidence of this, it is what we wanted, to have people talking to one another and getting back to networking again after being working from home in isolation for so long.

I think it would be fair to say that following our Away Day we felt more like a team that was able to function better and had greater insight and respect for each other. We felt that we 'knew' each other better and understood what attributes, skills and experience we brought as individuals to the team.

Overall, the L and OD Department is a tremendous value that NHS GJ has to offer to staff, and teams would be remiss not take advantage of it

Russell Scott

Head of Strategic Planning and Programme Management,
Centre for Sustainable Delivery

17

Health and Wellbeing

“Health is our greatest wealth”

Virgil, Roman Poet

The L and OD team continued to work with colleagues from across the Board on plans to develop the Staff Health and Wellbeing Zone. This will provide a dedicated area for wellbeing activities and a quiet zone for staff and volunteers. The Zone will open in 2024.

The team is also represented on the steering group for Schwartz Rounds. In late 2023 one of our team completed training with the Point of Care Foundation to become a fully qualified Schwartz facilitator. This means they are now able to lead Schwartz Rounds and support colleagues to complete their own training.

We also facilitated or worked with Subject Matter Experts to deliver a range of wellbeing related sessions including:

Mental Health First Aid

Classes: 2

How many attended: 21

Thrive at work - build inner strength

Classes: 1

How many attended: 13

Facilitating Change and Managing Resistance

Classes: 1

How many attended: 5

Wellbeing Conversations

Classes: 2

How many attended: 25

Managing Self in times of change

Classes: 1

How many attended: 7

Mindfulness - Refocus, re-evaluate & emerge stronger

Classes: 8 session block

How many attended: 5

Future FOCUS

We will be piloting an exciting new Health and Wellbeing resource for teams to use to support self-care, individual and team wellbeing. It's called 'CAKE' look out for opportunities for your team to join the pilot.

We will be working with the wider Schwartz steering group with the aim of expanding group membership, finding speakers from even more NHS Golden Jubilee teams and to give as much notice as possible for upcoming rounds. Look out for our song themed Rounds in 2024!

Members of our team completed a train the trainer course with Robertson Cooper enabling them to deliver the 'Thrive at work and build inner strength' course. Look out for course dates in 2024/2025.

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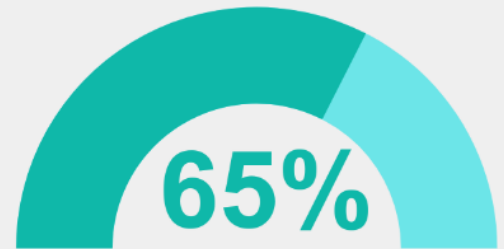
Staff Experience

“The quality of care we provide can be linked to how engaged our workforce is.”
The King’s Fund



This year,
2,104 staff members
across
173 teams

were invited to participate in the
iMatter questionnaire.



The Board received a
65% response rate

This year we focussed on engaging managers in the iMatter process and created a dedicated iMatter MS Teams channel with simplified guides and support materials.

Our response rate increased by **4%** from the previous year.



Employee Engagement Index

+2 points on previous year



Thermometer Score

7.1 +0.3 on previous year



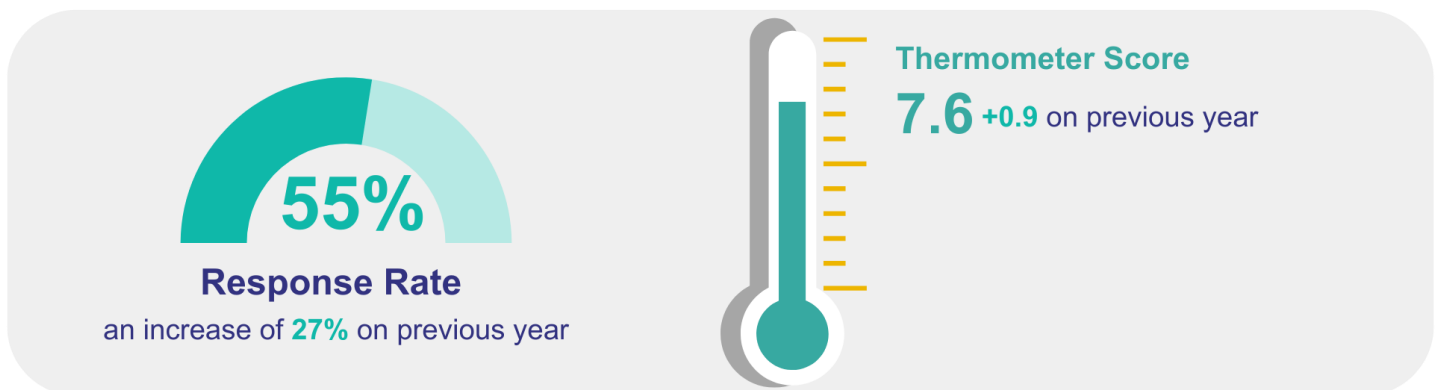
We also saw a huge **13% increase** in the number of teams who created an Action Plan in the 8 week window.

The 2023 questionnaire included 2 new optional questions on raising concerns which produced reports at Board and Directorate level only (not at team level). The Board scored positively in both questions:



These questions will be included in the 2024 questionnaire and this will allow us to look for trends and comparisons.

Doctors and Dentists in Training are also invited to complete a shorter version of the iMatter survey. This is a relatively small group at NHS Golden Jubilee compared to the Territorial Boards, but it provides important information on staff experience at NHS Golden Jubilee. This year we worked with the Medical Director to raise awareness of iMatter with this staff group and saw a significant increase in the response rate and an overall positive staff experience.



**Future
FOCUS**

We will continue to raise awareness and embed iMatter as a staff experience and continuous improvement tool through ongoing communication, awareness raising sessions and support materials.

We aim to share the wonderful work of our colleagues here at NHS Golden Jubilee by encouraging teams to share their Team Stories on the National iMatter Portal. We will be working with the Communications Team and staff across the Board to identify stories we can share.

20

Key Projects



Action Learning Set Facilitation



On-Boarding/ Induction Review



Turas Learn System



Succession Planning Framework

- **Action Learning Set Facilitation**

Action Learning Sets (ALS) form part of our regional and national leadership offerings. This year, we participated in a programme to upskill HR and Learning and Development Staff, across NHS Scotland, to facilitate Action Learning Sets. One of our OD consultants joined the faculty and supported delivery of this programme.

We also had two of our own team members participate in the learning, supporting us to build our internal capacity for ALS facilitation.

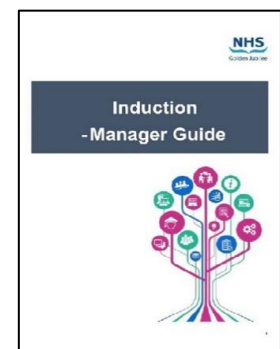
- **On-boarding / Induction Review**

To support the expansion project we reviewed our on-boarding and induction process and resources to ensure staff received a timely, effective and meaningful on-boarding and induction experience.

Following a survey to recruiting managers and new staff in the previous reporting year, we spent time updating our induction guides and created new resources to reflect feedback received. A 'New Employee Handbook' was created and is now issued to employees prior to their first day of employment by the Recruitment team.

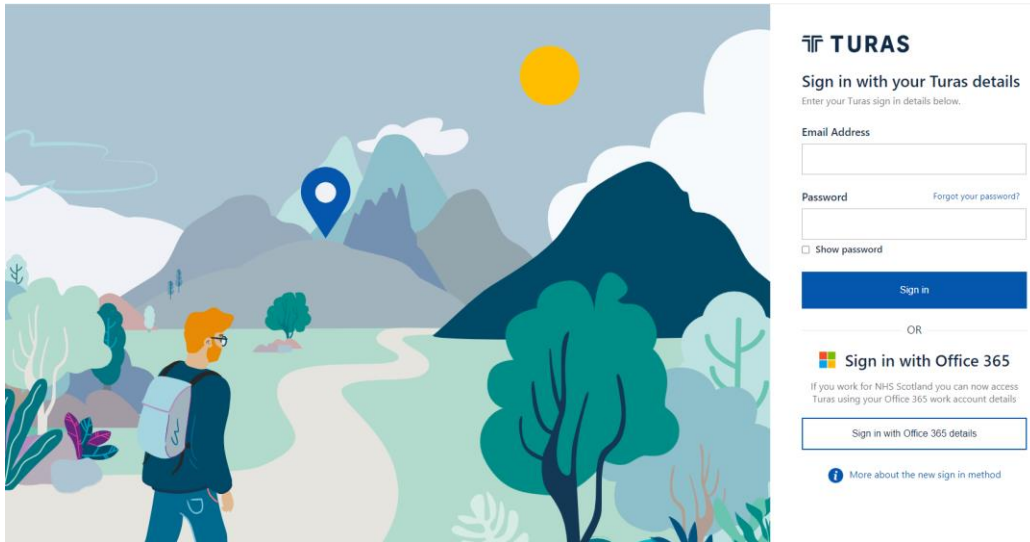
To support managers with their responsibilities in effectively on-boarding staff, we created a dedicated 'Induction Guidance for Managers' channel within our GJ Managers' Hub that hosts all induction resources in one place.

To support the wider on-boarding process, we established a short life working group with colleagues from Recruitment, HR, Digital, Health and Safety, Occupational Health, Equality and Diversity and Staff Side to streamline the on-boarding process. From this we were able to gain insight into the wider process and create a 'top tips' guide for managers.



• TURAS Learn System

During 2023, we began to plan and prepare to move to a new learning management system – TURAS Learn. TURAS Learn will host learning resources, eLearning and course bookings in a new single system. A one-stop shop for all things learning.



To facilitate this change, we have been working in partnership with colleagues from National Education for Scotland (NES) to build a bespoke NHS GJ site on the TURAS Learn platform and to migrate our historic data to the site.

• Succession Planning Framework

An NHS GJ Succession Planning framework was developed to support succession planning for senior leadership and business critical roles. The framework reflects both best practice and national initiatives and had input from key internal and external stakeholders. The aim of the framework is to develop internal successors over time to be role ready for future vacancies. It comes with the understanding that participating in the process does not 'promise' or give guarantees of future roles to internal candidates.

Elements of the framework require further discussion with colleagues in Digital, Quality, Performance, Planning and Programmes, and Clinical Governance. We have identified several roles to pilot this framework on.

**Future
FOCUS**

We plan to present a proposal to reinstate a 'welcome event' for staff to support their induction experience, providing them with the opportunity to meet other 'newbies' as well as members of our Executive team.

Over the coming months we will pilot the Succession Planning framework with colleagues in nursing and service management. Outcomes will be used to inform our approach before making the framework more widely available.

The Turas learn project will continue during 2024/2025 and include awareness raising and training sessions to support staff and managers to use this new system.

22

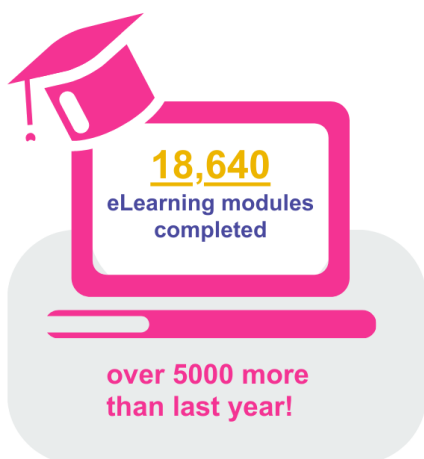
eLearning

“**Online learning is not the next big thing, it is the now big thing.**”

Donna J Abernathy, Author and eLearning researcher

Top 5 modules

(outwith mandatory topics)



NWTC: Cyber Security - Top Tips for Staff

1174

NWTC: Medical Gas Safety for Nursing/ODPs

844

NWTC: Prevention and Control of Tuberculosis

771

NWTC: Prevention and Control of Infection

752

NWTC: Equality Impact Assessment (EQIA)

593

New modules

Five new eLearning modules were developed:

- Giving Effective Feedback
- Receiving and Seeking Feedback
- Communication Essentials
- Stoma Care
- Radiation Protection

Updated Modules

During this period we updated and released new versions of our corporate mandatory training modules, including our Induction module for new staff.

In addition, we updated and released new versions of the following:

- Reporting of incidents, Diseases and Dangerous Occurrences Regulations (RIDDOR).
- Display Screen Equipment (DSE) Awareness (renamed from Computer Workstation Analysis).
- Display Screen Equipment (DSE) Training for Assessors.

Supporting staff

We also facilitated 3 face to face workshops to support our International Recruits to create learnPro accounts and complete mandatory modules as part of their induction programme.

Animations

Our Digital Learning Developer produced the following animated videos to support the learner experience:

- Personal Development Planning and Review (PDPandR),
- Top Ten Tips for Planning Your Appraisal iMatter 2023 Board Report.



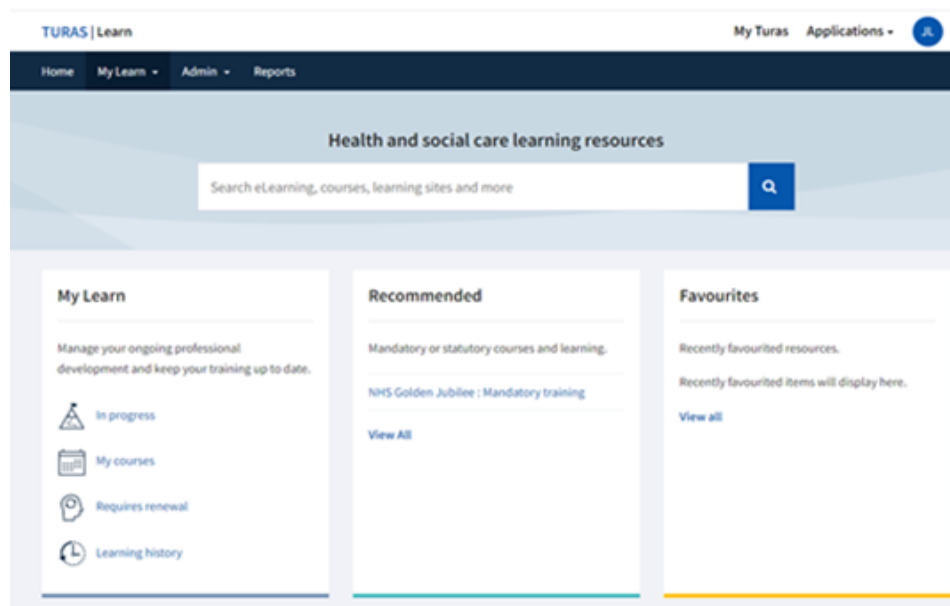
The animated iMatter Board report was particularly well received with positive feedback from our Board members and even Scottish Government.

Preparing for Turas Learn

In preparation for our move to Turas Learn we spent time creating learning sites within the test platform to ensure our readiness for change.

The following modules were updated and redesigned to support their compatibility to be hosted on Turas Learn.

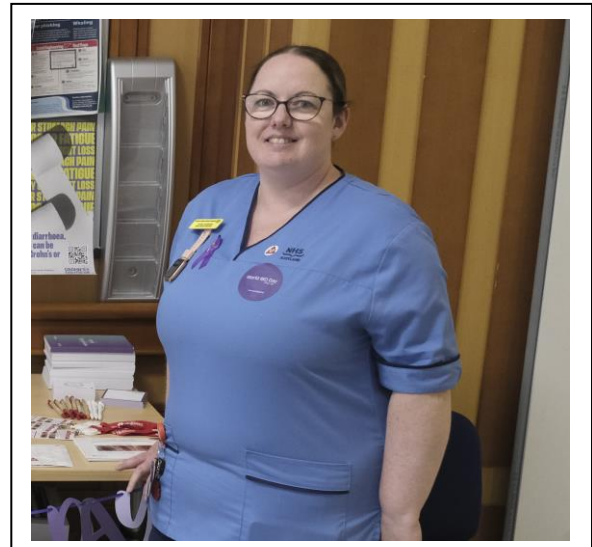
- BBV Occupational Exposure Management
- Workplace Risk Assessment (for Assessors)
- Prevention of Infection Induction (Clinical)



**Future
FOCUS**

We will continue to develop and upload content to the GJ Turas Learn pages. This will include uploading all eLearning modules with the Corporate Mandatory Training and Induction learning sites taking priority.

Louise's Feedback



As the new stoma nurse specialist for Colorectal/Complex General Surgery, a large part of my role is teaching and training of ward staff. I approached this initially with regular face-to-face education sessions which were attended well. However, this approach was not suitable for everyone to have access to the training due to their work area.

I worked closely with Joanne from L and OD to develop a LearnPro module to allow all staff in the hospital to access the training. The process was made very easy with the support from L and OD. They directed me to a module which I could work through to show me exactly what I needed to do to develop the LearnPro module and what guidelines I needed to follow.

Once I had my content ready, L and OD worked to change this into a format which would work for the eLearning module. They liaised closely with me to find a layout and structure which worked best.

Once the module was ready, I arranged for some staff members to trial the module and give feedback. From that feedback, we made a few small changes and then L and OD were able to upload and make this live on LearnPro.

The whole process went very smoothly and with the support of L and OD it made it a much less daunting task. Since the module has gone live, I have had staff of many different levels complimenting the module and telling me it has really helped them to learn more about stoma care and improve their practice.

Louise Hoolighan
Stoma Clinical Nurse Specialist

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Training Activity

Corporate Mandatory Training

Our target compliance for all corporate mandatory training is 90%



*In August, changes were made to Valuing Diversity. This included adding a refresher period of 2 years to the eLearning module (it was previously once on employment) and changing the status of the classroom session from mandatory to highly recommended.

This change saw an increase in compliance from **65.1% in July 23 to 73.7%** as of February 2024.

Our team continued to collate and issue monthly Corporate Mandatory Training Compliance Reports to Managers and the Executive Team to review progress with our compliance target.

In addition, the Corporate Mandatory Training reports were added to the monthly workforce data report sent to the Executive Team.

Instructor led training activity

A graphic featuring a grid of 338 blue human icons arranged in 4 rows and 25 columns. Below the grid, the text reads:

338 staff
across all departments attended an instructor led workshop

Some topics still benefit from being **facilitator led**, either virtually or face to face.

A total of **51 sessions**, covering a range of topics, were delivered this way, including:



Some Course Feedback below:

“The course was useful for highlighting different people’s experiences and views and I will be more mindful of this in my work.”
-Valuing Diversity Part 2

“Learned to take time to consider my feelings before acting upon something”
-Assertive Communication

“I will now always consider the compelling why when thinking about any changes to service., staff etc. Good reinforcement of how essential good communication is.”
-Facilitating Change and Managing Resistance

“The learning from this course will be extremely useful within my role in the interactions I have with other colleagues but also applies to personal situations.”
-Mental Health First Aid

“Thoroughly enjoyed the course especially as it was face to face and how everyone was involved in the discussions. Topic was delivered at a good pace and it helped me develop new skills and it has given me the confidence to start to have those difficult conversations I felt I couldn’t have.”
-Challenging Conversations

“Will benefit in how I deal with this patient group. Having more awareness around challenges and solution and improving communication techniques”
-Deaf awareness



We will continue to offer learning opportunities in response to the LNA and explore opportunities to advertise training programmes via the new staffnet.

We will also support staff to access training opportunities via Turas Learn.

Tell us what you think

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