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# Welcome

Welcome to the Learning and Organisational Development Team (L&OD) activity report for 2017/18. The main purpose of this report is to highlight our areas of focus for the last 12 months and to inform you of some key areas of work for 2018/19.

As a team, we are responsible for delivering corporate learning and organisational development services, which can be accessed by all staff and volunteers within the Golden Jubilee Foundation (GJF). To support training activity, we work closely with our colleagues in Medical Education and Clinical Education, as well as our internal subject matter experts including Human Resources, Health and Safety, Occupational Health, Infection Control, Spiritual Care, eHealth and Performance and Planning.

It has been an exciting and busy year for the L&OD team. We welcomed Robert (Rob) White to the team. Rob has a particular interest in supporting accessibility and will be working with us to develop approaches to improve access to learning. We look forward to sharing the outcomes of Rob's work with you in 2018/19.

Our work priorities were varied last year and included a review of our Further Education Funding Scheme and Medical Staff Mandatory Training. In addition, we have been working on building our capacity to support coaching for all and have been involved in discussions with National Health Boards to develop a consistent approach to management development training.

We hope you enjoy reading our report and would be happy to respond to any questions you may have.

All statistics are based on staff headcount as of 21 March 2018.



# A Year in Review

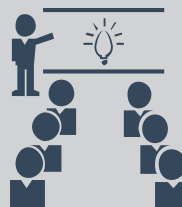
**11** teams were supported with team improvement activities



**13** staff attended our Plain English Report Writing course

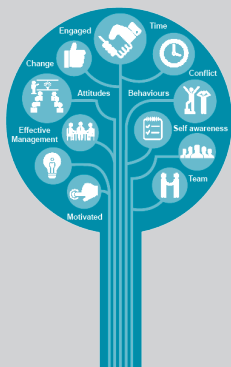


**148** new staff attended Corporate Induction



**£70,582** was allocated to departments for role specific learning and development activities

**9** staff completed i:manage



**8702** e-Learning modules were completed

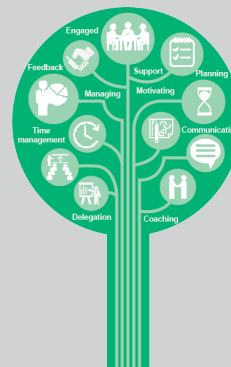


**20** coaching contracts were supported

**6** new workshops were launched



**10** staff completed a formal coaching qualification



**11** staff completed i:supervise

**16** staff attended newly delivered Bereavement courses



**82%** of staff attended one or more training course

**£5,736** was awarded to staff through our Further / Higher Education Funding Scheme



# Training Focus



We facilitated the Learning Needs Analysis (LNA) process to identify your priority learning needs for 2017/18, these were reflected in the corporate training calendar. We reviewed your requests for funding and allocated **£70,582** to departments to support role specific learning and development activity.

## What to watch out for in 2018/19

A new approach to the LNA process which will take into account previous budget spend and training priorities.

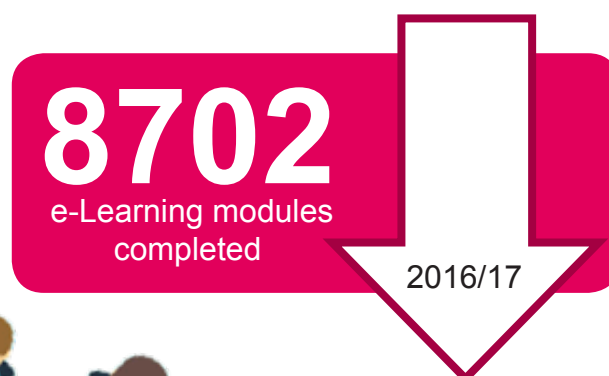
# Training Activity



During 2017/18 several new training courses were made available, including Bereavement Training, Plain English Report Writing, Facilitation Skills and Retirement Training. We also piloted the concept of 'bite size' training sessions and facilitated 90 minute workshops on Feedback Skills and Assertive Communication.

Human Factors tools and theory were incorporated into appropriate workshops and team development activities.

**82%**  
of staff accessed one or more training course; this represents a **4% decrease** in comparison to 2016/17. Your feedback tells us this was due to work pressures.



The increase in attendance at classroom training and decrease in e-Learning is due to changes in delivery methods for fire training.

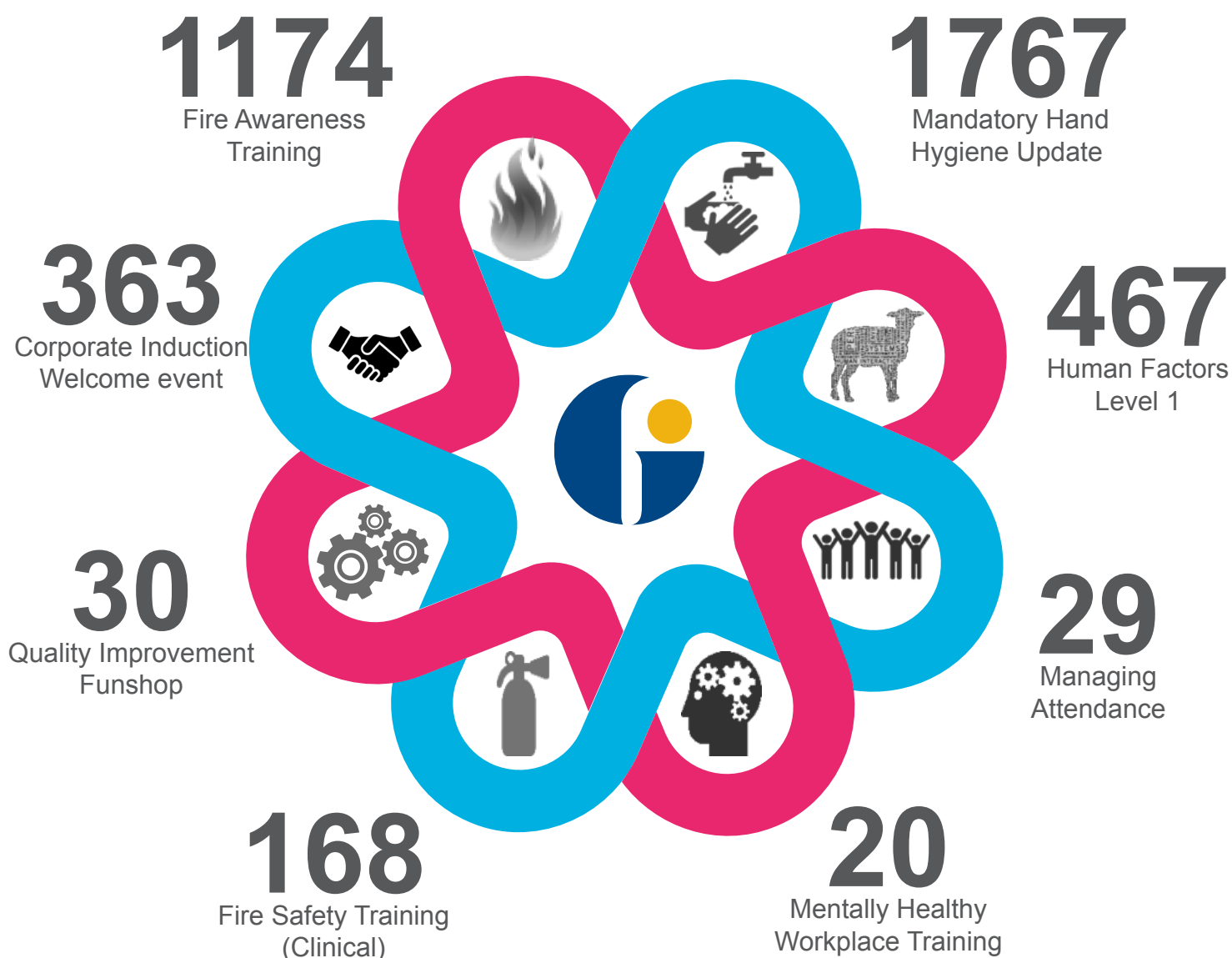
## Training Bookings

- 58%** Of staff booked onto a training course then went on to attend the course.
- 21%** Cancelled their booking or the session they were booked onto was cancelled.
- 14%** Failed to attend a session they were booked onto without advising L&OD prior to the session.
- 6%** Of staff were withdrawn from a session due to them no longer requiring the training.

Overall  
there was a  
**10% decrease**  
in staff attending a  
training course  
following making  
a booking.



## Most popular courses



## What you had to say...



In preparation for the introduction of e:ESS Learning, we have been familiarising ourselves with the system and preparing data for transfer from HR.net.

e:ESS Learning will enable staff to book directly onto training and provide a training record that is transferrable between health boards.

## What to watch out for in 2018/19

- You have told us that you want more of the following training:
  - Assertive Communication
  - Challenging Conversations
  - Coaching Approach
  - Competency and Values Based Recruitment
  - Human Factors Level 1
  - Practical Trainer
  - i:supervise
- The launch of several resources to support accessibility in the design of presentations and training materials.

## e-Learning

We have focused on developing our e-Learning module design expertise within the team and have been busy updating and developing new e-Learning modules.

We have also been reviewing our governance process to support the development and launch of e-Learning modules within the GJF.



## What to watch out for in 2018/19

- New e-Learning modules will include:
  - Managers Induction
  - Antimicrobial Stewardship for Nurses
  - General Principles of Pre-operative Assessment
  - CME T34 Syringe Pump
- Guidance for subject matter experts on the development of e-Learning modules.

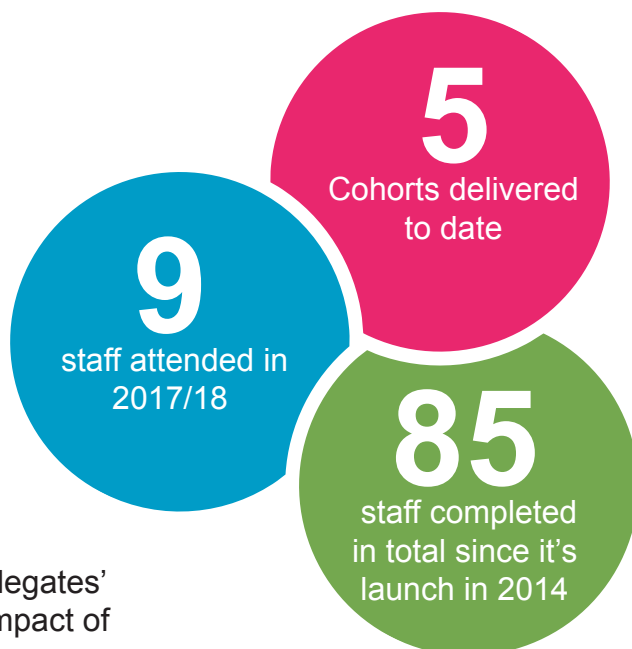


# Management Development

We offered two in-house programmes this year to reflect the needs of managers in different roles within the GJF.

**i:manage** (previously People Management, Getting it Right) was updated and rebranded to reflect our Organisational Values logo.

We hosted an event to showcase and celebrate delegates' achievements; they shared their learning and the impact of projects they had undertaken.



**i:supervise** was launched to support staff in supervisory roles. This course proved popular and we were inundated with applications.

11 staff went on to complete the programme.



I attended the three day i:supervise course last year. It was a very informative course. Becoming a supervisor within the GJRI was new to me and I felt the course has given me the confidence, knowledge and skills that I am now putting into practice on a day to day basis.

## Standardising Management Training Across Scotland

We were involved in discussions with the national health boards to standardise management development training provision. A standardised programme 'Management Matters' is under development.

### What to watch out for in 2018/19

- Another cohort of i:supervise to meet demand.
- The pilot of 'Management Matters' – the national health board standardised management development programme.

# leading for the future

**5** delegates from the GJF enrolled on the programme

NHS Education for Scotland launched cohort 9 of **Leading for the Future**. We were awarded additional delegate places as we now help facilitate the programme.



**LEADERSHIP 3**  
LEADERSHIP IN A CLINICAL SETTING

**23** GJF staff to date have completed this programme

We launched cohort 4 of **LEADERSHIP 3**, our regional leadership programme co-designed and co-facilitated with NHS Ayrshire and Arran and NHS Dumfries and Galloway. In addition we are responsible for all course administration.

**8** of our managers are currently attending this programme.

A poster showcasing **LEADERSHIP 3** as an example of Value and Sustainability was shortlisted for the annual NHSScotland Event.

**15** GJF staff registered for 360 feedback this year

As the number of staff enrolling for leadership programmes increases, so has the number of staff requesting 360 feedback. We supported the administration of this process, and provided one to one feedback on 360 report outcomes.



## What to watch out for in 2018/19

- Launch of a leadership and management resource 'one stop shop' that will sign post managers to internal and external development activities and resources.
- The launch of Project Lift, the national offering to support the development of leadership capability and capacity.
- Further development of the GJF Leadership Framework.

# Coaching



Our focus has been on developing our coaching infrastructure within the GJF. This year 10 staff completed a coaching qualification adding to our coaching resource. This also enabled us to offer coaching within regional and national leadership development programmes.

We are also working with our colleagues from national health boards to standardise our coaching frameworks and further build our capacity and infrastructure.

## What to watch out for in 2018/19

- Launch of a coaching service that will be available to all staff.
- Development of GJF coaching network that will support coaches' supervision and Continuing Professional Development.
- Re-launch of our one day Coaching Approach programme to support managers to empower their staff through day to day coaching conversations.

# Further Education

We launched the Further Education Funding Scheme in May 2017. We also spent time this year reviewing best practice approaches to Further Education funding in other NHS boards.



## Types of qualifications completed:

- Master of Education, Enhanced Educational Practice
- Master of Science, Perioperative Medicine
- Post Graduate Certificate in Teaching and Learning in Higher Education
- Magnetic Resonance Imaging Principles and Practice

## What to watch out for in 2018/19

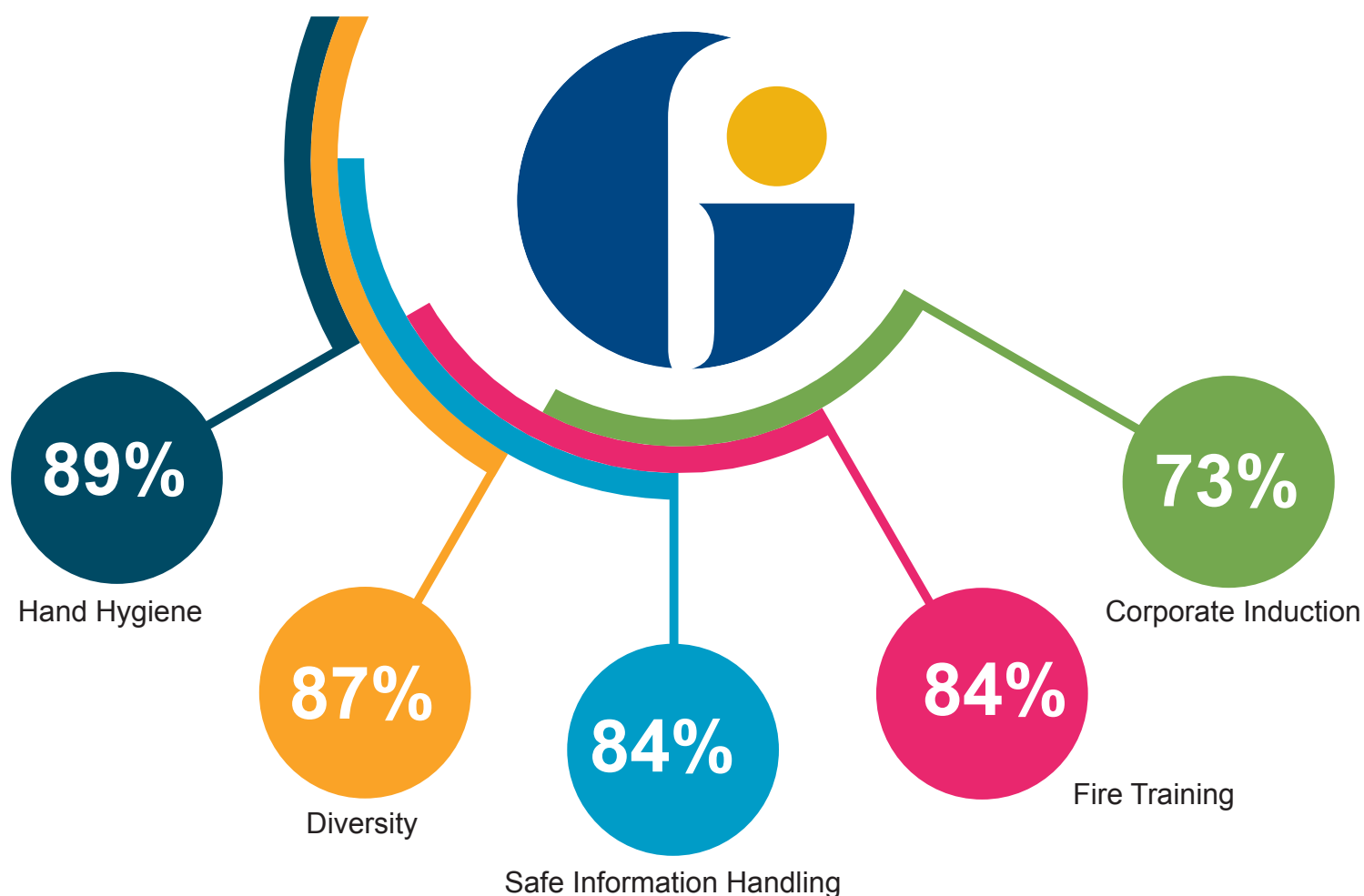
- Re-launch of our Further Education Funding Scheme which has been updated to improve robustness and to reflect our Organisational Values within the application scoring process.

# Corporate Mandatory Training

One year on from the launch of the corporate mandatory training reports and your feedback tells us you like them!

This year our focus has been on:

- Working with medical management and subject matter experts to get agreement on medical mandatory training requirements.
- Working with subject matter experts to allow recognition of prior learning for staff on honorary or bank contracts. As of February 2018 we now accept evidence of prior learning for our corporate topics from those staff groups.



## What to watch out for in 2018/19

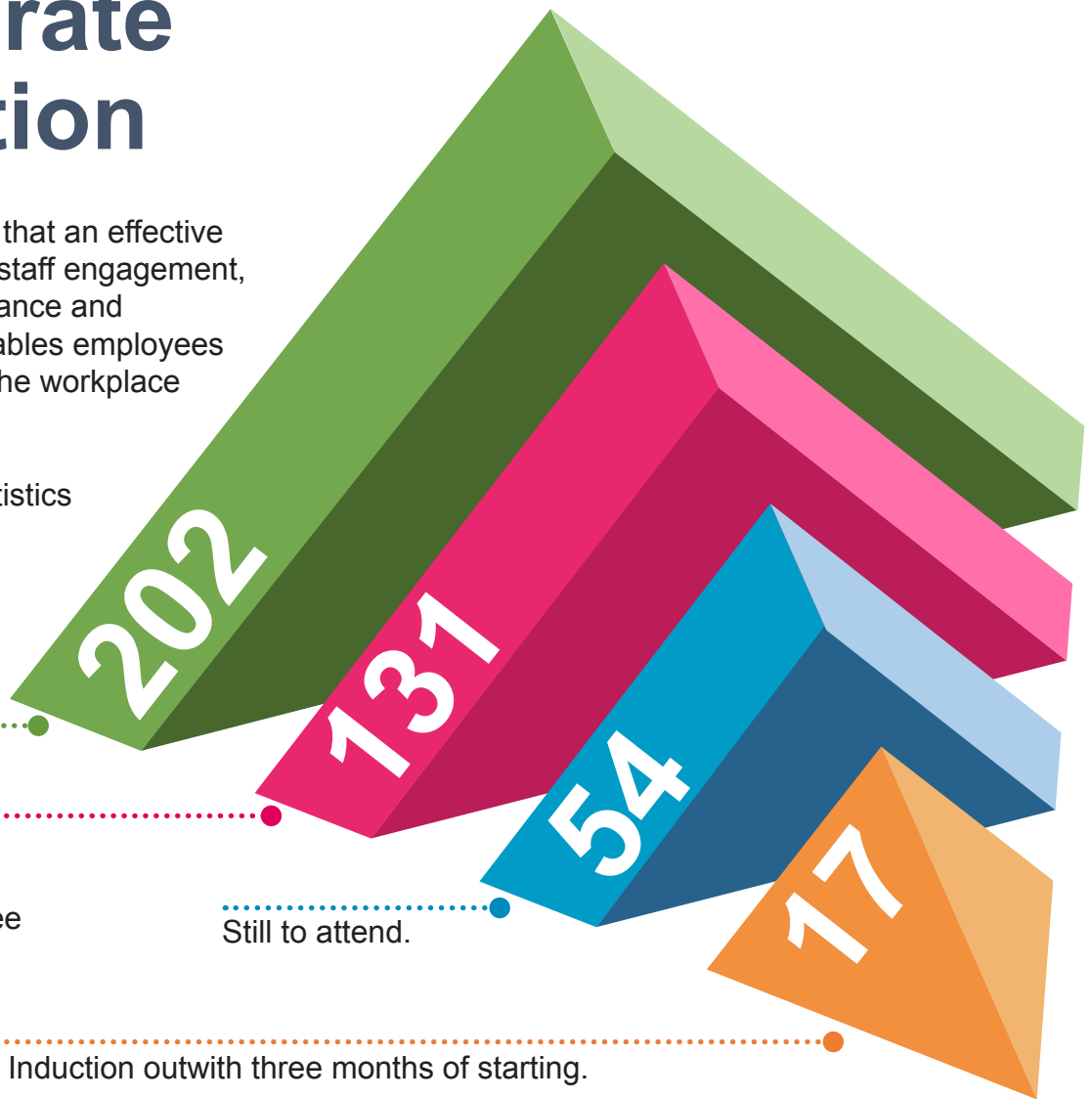
- Bespoke reports showing medical management training compliance and updated guidance.
- Updated corporate mandatory training reports to reflect the introduction of e:ESS Learning.
- Inclusion of manual handling as a mandatory topic for all.

# Corporate Induction

Research suggests that an effective induction improves staff engagement, motivation, performance and knowledge, and enables employees to quickly adapt to the workplace Values and culture.

Here's what the statistics are telling us:

Number of new starts since 22 March 2018



New starts who attended Corporate Induction within three months of starting.

Still to attend.

Attended Corporate Induction outwith three months of starting.

We have been reviewing our corporate induction guidelines. This includes the approach to inviting new employees to the corporate induction event, the induction event itself, and good practice methods in supporting new employees to settle into their role safely and efficiently. We have also been developing an e-Learning module for new managers.

The aim of this is to signpost managers to information to help them become familiar with their management responsibilities within the GJF.

## What to watch out for in 2018/19

- Updated guidelines for Managers to support new employee induction.
- The launch of a Manager's Induction e-Learning module.
- New approach to the Corporate Induction Welcome event.

# Team Improvement

We supported **11** teams with team improvement activities. The majority of activities requested by teams were to improve their approaches/understanding of:



“The team development work provided through L&OD has proven to have been invaluable in allowing the team to develop, recognising the Values members of the team have agreed to accept and display.

The senior team in my department received support from L&OD over the course of a year to develop the team to work effectively. The facilitators involved were excellent in their professionalism and were supportive of myself to ensure that they delivered the best learning approach for those involved. Everyone engaged in the learning and we are working on developing what has been a worthwhile exercise.”

This year we redesigned the 'Living our Values Toolkit' to reflect feedback from our pilot evaluations and to incorporate our new Values logo.

We were delighted to facilitate a workshop for our Senior Management Team and thereafter our Board to support them to experience the toolkit.

## Bespoke Support

We continued to respond to bespoke requests and this year supported:

- A service review and stakeholder engagement exercise.
- Several strategy development sessions.
- A multi-disciplinary team session incorporating elements of Human Factors training to support team working.
- The use of DiSC and Myers Briggs Type Indicator to promote self awareness and improve working relationships.

## What to watch out for in 2018/19

- Targeted OD support for teams impacted by the hospital expansion and the introduction of electronic patient records.
- The launch of 'Living Our Values' toolkit aimed at supporting managers to have conversations with their teams to embed behaviours that reflect our Organisational Values.
- 'Let's Talk about Change' toolkit will be piloted.



# Tell us what you think



1. Did you find this report interesting?

1 = very, 2 = quite, 3 = average, 4 = not very, 5 = not at all



2. Did you find this report easy to read?

1 = very, 2 = fairly, 3 = average, 4 = not very, 5 = not at all



3. Where did you access this report?

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4. How do you think we could improve this report?

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5. Any other comments?

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6. Would you like to be involved in helping us review our future L&OD offerings? If so, please provide your contact details below.

Name: .....

Email: .....

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Please return any comments to the L&OD Team by emailing [L&ODinfo@gjnh.scot.nhs.uk](mailto:L&ODinfo@gjnh.scot.nhs.uk)



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