



CLINICAL TRAINING PLAN October 2009- March 2011

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SUMMARY
October 2009-March 2011

| Course Title | Staff Group/Type | Training Type | Number of places planned. |
|--|--|---|----------------------------------|
| Major Incident training | All clinical staff/ type of programme dependant on the job role. | Core-Statutory | See section 9 |
| Moving and Handling with equipment training | All clinical staff | Core-Statutory and NHSLA | 666 |
| Resuscitation (ALS and BLS) training with LMA and drugs update | All Clinical staff | Core NHSLA | 666 |
| Patient Transport Services to A&E support worker conversion course | PTS staff wishing to progress to A&E support roles. | Clinical and Technical. | 36 |
| Direct entry A&E support courses | New employees wishing to work in A&E support roles. | Clinical and Technical. | 123 |
| Driving courses | | | |
| Emergency Driving Course | Control services staff who may be required to drive emergency vehicles under emergency conditions. | Core- Statutory, Control Services, Clinical and Technical | 14 |
| D1 | Staff with the skills to drive Trust vehicles under normal circumstances. | Clinical and Technical. | |
| D2 | Staff with a need to have an advanced level of driving skill for emergency driving. | Core -Statutory Clinical and Technical. | |
| | | Combined total for D1 & D2 | 900 |

| Course Title | Staff Group/Type | Training Type | Number of places planned. |
|--|--|---|---------------------------------------|
| Fast Response Unit(FRU) Driver training | An Update for staff deployed on fast response units. | Core -Statutory Clinical and Technical. | 186 |
| Team Leader Courses | Newly appointed team leaders | Core -Statutory, Clinical and Technical | 25-30 |
| Instructional Methods/Instructor Qualifying Courses | Operational staff wishing to become intructors. | Clinical and Technical | 12 IM 12 IQ |
| Direct Entry Student Paramedic Course | New employees wishing to register as paramedics. | Pre registration | 204 |
| Full time Bsc/Foundation Degrees in Paramedic Science. | Higher education students wishing to register as paramedics. | Pre registration | 71 in 2009 81 in 2010 |
| EMT to Paramedic Conversion Course | EMTs wishing to progress to the role of registered paramedic. | Pre registration | 168 full time 48 part time |
| Emergency Medical Dispatcher Call Taking Course | New members of staff employed to process calls in the Emergency Operaitons Centre (EOC). | Control Services | 112 |
| Emergency Medical Dispatcher Dispatch Course | Members of staff who need to understand the policy and proceudre for dispoacthine operations responses | Control Services | 112 |
| Work Based Trainer Course (EOC) | Exisiting members of EOC staff who wish to progress to be work based trainers in EOC. | Control Services | 6 |
| Clinical Leader Update | Clinical leaders who are due an update. | Continuing Professional Development | 156 |

| Course Title | Staff Group/Type | Training Type | Number of places planned. |
|---|--|--------------------------------|--|
| | | (CPD) | |
| Operational Managers Clinical Update Days | DSO's and AOM's who require a clinical skills update. | CPD | 160 |
| Training Officer Updates | Training Officers who require clinical and technical skills update. | CPD | 70 |
| Practice Placement Education Programme (Pped's) | Clinical staff who mentor and assess pre registration students and newly qualified staff | CPD | 400 |
| Preceptorship | Pped's who wish to develop to be preceptors for newly qualified paramedics. | CPD | 40 |
| Part time Diploma Degree and Msc in Paramedic Science | Qualified paramedics and EMTs who wish to undertake further education. | CPD | Diploma 20 Bsc 20 Msc 20 |
| EMT development modules | EMTs 3 staff who wish to progress to EMT 4 | CPD | See individual elements under core training. |
| NWoW | All clinical staff team leaders, DSOs and AOMs | Core- Statutory and NHSLA, CPD | See individual elements section 8 |
| Emergency Preparedness (EP) | All clinical staff | Core- Statutory | See individual elements section 9 |
| Command point (CAD2010) | All control services based staff. | Clinical Education Projects. | 400 |
| Olympics | Identified clinical staff | Clinical Education Projects. | Olympic education plan in development see also section 10.4 |
| Ad hoc training | All clinical staff as identified. | Clinical Education Projects. | See individual elements section 10.6 |

**CLINICAL EDUCATION APRIL-SEPTEMBER 2009
YEAR TO DATE ACTIVITY
Pre Registration**

| Month | Course Title | Staff Group / Type | Training Type | Number of Places Planned | Initial Starters/ contracted to date | Number of courses cancelled and reason for cancellation |
|--------|--|------------------------------|------------------|--------------------------|---|---|
| Apr-09 | Student Paramedic (Hannibal House) | New Recruit | Pre Registration | 48 | 48 | 0 |
| | EMD Call Taking Course | New Recruit | Pre Registration | 16 | 15 | |
| | APL Paramedic | EMT's Upgrading to Paramedic | Pre Registration | 48 | 37 | 0 |
| May-09 | A&E Support | New Recruit | Pre Registration | 24 | 19 | 0 |
| | Student Paramedic (Centre) | New Recruit | Pre Registration | 12 | 0 | 1 (lack of recruited numbers) |
| | Student Paramedic (Hannibal House) | New Recruit | Pre Registration | 42 | 40 | 0 |
| Jun-09 | A&E Support | New Recruit | Pre Registration | 24 | 16 | 0 |
| | Student Paramedic (Centre) | New Recruit | Pre Registration | 12 | 0 | 1 (lack of recruited numbers) |
| | Student Paramedic (Hannibal House) | New Recruit | Pre Registration | 24 | 24 | 0 |
| | Paramedic Pre entry | New Recruit | Pre Registration | 154 | 154 | |
| | EMD Call Taking Course | New Recruit | Pre Registration | 18 | 12 | |
| Jul-09 | A&E Support | New Recruit | Pre Registration | 24 | 15 | 0 |
| | Student Paramedic (Centre) | New Recruit | Pre Registration | 9 | 8 | 0 |
| | Student Paramedic (Hannibal House) | New Recruit | Pre Registration | 27 | 27 | 0 |
| | Student Paramedic(Gateway Assessments) | New Recruit | Pre Registration | 24 | 24 | 0 |
| | APL Paramedic | EMT's Upgrading to Paramedic | Pre Registration | 24 | 24 | 0 |
| Aug-09 | Student Paramedic (Centre) | New Recruit | Pre Registration | 12 | 12 | 0 |
| | Student Paramedic (Hannibal House) | New Recruit | Pre Registration | 24 | 22 | 0 |
| | Student Paramedic(Gateway Assessments) | New Recruit | Pre Registration | 36 | 36 | 0 |
| Sep-09 | A&E Support | New Recruit | Pre Registration | 24 | 21 | 0 0 |
| | Student Paramedic (Centre) | New Recruit | Pre Registration | 12 | 12 | |

| Month | Course Title | Staff Group / Type | Training Type | Number of Places Planned | Initial Starters/ contracted to date | Number of courses cancelled and reason for cancellation |
|--------------|--|------------------------------|----------------------|---------------------------------|---|--|
| Sep-09 | Student Paramedic (Hannibal House) | New Recruit | Pre Registration | 48 | 22 | 0 |
| | Student Paramedic(Gateway Assessments) | New Recruit | Pre Registration | 12 | 12 | 0 |
| | EMD Call Taking Course | New Recruit | Pre Registration | 18 | 18 | 0 |
| | APL Paramedic | EMT's Upgrading to Paramedic | Pre Registration | 24 | 23 | 0 |

**CLINICAL EDUCATION APRIL-SEPTEMBER 2009
YEAR TO DATE ACTIVITY
Post Registration**

| Month | Course Title | Staff Group / Type | Training Type | Number of Places Planned | Number of places Booked | Number of Attendees | Number of courses cancelled and reason for cancellation |
|--------|--------------------------------------|--|--------------------|--------------------------|-------------------------|-------------------------------------|---|
| Jun-09 | LARP | Paramedic / EMT | Education Project | Not Specified | 525 | 515 | 0 |
| Jul-09 | LARP | Paramedic / EMT | Education Project | Not Specified | 1080 | 1075 | 0 |
| Aug-09 | LARP | Paramedic / EMT | Education Project | Not Specified | 1074 | 955 | 0 |
| Sep-09 | Manual Handling | All staff groups | Core Training | 88 | 63 | 28 | 0 |
| | Operational Managers Clinical Update | Operational Managers and Training Officers | CPD | 88 | 34 | Course to commence on 26th Sept 09' | 0 |
| | FRU Driving | Paramedics | Clinical/Technical | 18 | 5 | 5 | 2 courses cancelled as course being redesigned |

1. INTRODUCTION

- 1.1 Clinical Education is valued by staff and the Trust, it is critical to the successful management of risk and continuous quality improvement and as such it is a core activity for the LAS. This training plan sets out the scope and capacity of the current known Clinical Education commitments for the period from October 2009-March 2011. It is intended to inform the Senior Management Team, of the proposal in order that they can approve the Training Plan prior to it being made available to staff. Once approved it will inform the detailed training prospectus which will be published for staff.
- 1.2 This plan will once approved by the Trust, will be the benchmark against which successful delivery will be measured, the primary focus for this period will be delivery of the plan in relation to quantitative measures, and these will include the numbers of courses committed to, numbers of courses run and uptake/DNA's. Within the period work will be undertaken to develop qualitative measures and to strengthen curriculum development and quality monitoring of programme delivery.
- 1.3 This Clinical Training Plan recognises the aspirations and strategic direction of the Trust to increase the workforce capacity and capability through delivery of more post registration development, core training and continuing professional development training at complex level. Whilst maintaining a comprehensive programme of initial and pre registration courses at our training centres to satisfy the aspirations of the workforce plan.
- 1.4 The training opportunities outlined in this plan are based on the identified needs of clinical staff. These needs have been evaluated against the resources available and the release of capacity within operations in order to maintain service delivery levels to provide the plan for the period October 2009-March 2011.
- 1.5 In the period covered by this plan the Trust is facing a number of competing priorities and challenges. These include the transformational change to clinical education delivery through implementation of New Ways of Working whilst the Trust is undertaking an unprecedented workforce expansion which has generated a significant increase in clinical education activity.
- 1.6 The Clinical Training plan does not represent an exhaustive list and may be subject to change to reflect the rapidly changing clinical environment and identified service need.
- 1.7 The clinical education plan will be delivered through a variety of media which recognise that the LAS employees are adult learners; there is an expectation that staff will take responsibility their own learning needs and will access the opportunities which are presented to them. Programmes may have elements of self directed learning which are

critical to course completion, and staff are expected to complete these as part of the overall programme.

2. DEFINITIONS

2.1 The LAS has for some time had internal definitions for clinical training which are not recognisable outside of the Trust. This plan has redefined some of the terminology previously used in order to align the LAS to other ambulance and NHS services and sectors thus making it clear for employees, potential future employers and external validators the range of scope of development offered to and accessed by LAS clinical staff.

2.2 The clinical education and development outlined within this plan is defined as:

- **Core Training (previously known as Continuing Professional Development)**- training which is required by law (Statutory) or by the Trust (mandatory) as a requirement of the job role.
- **Technical & Clinical Training** -initial training required to undertake a specific job role
- **Pre-Registration Paramedic Programmes**- preparation for registration with the Health Professions Council as a Paramedic
- **Control Services Training and Clinical Telephone Advice**- Training specific to roles in control services and urgent care services.
- **Continuing Professional Development (this term used in this context aligns the clinical training programmes to requirements of the Health Professions Council, HPC)** - education and development opportunities which support registered practitioners to meet their professional bodies' requirement for continuing professional development. These development opportunities are also available to EMTs.
- **New Ways of Working (NWoW)** - within the NWoW complexes trainers deliver all elements of core training and local level complex specific programmes.
- **Emergency Preparedness Programmes**- these are programmes delivered to clinical staff to ensure that they are prepared and equipped with the knowledge and skills to deal with civil contingencies and major incident situations. (NB some elements of this provision are required in statute).

- **Education Projects-** these are clinical education programmes which relate to specific trust projects and programmes which usually require a one off delivery to ensure implementation.

3. CORE TRAINING

3.1 The Trust is required in statute to provide training of the required standard, to ensure the safe and effective management of patient safety and risk, employee and organisation safety and risk. The requirement of each staff group is currently set out in the frequency of delivery and the level of training for clinical staff groups is currently under review but as a minimum the Trust is required in statute to deliver:

- Fire- Fire Precautions (Workplace) Legislation 1997;
- Blue light/emergency driving- Road Safety Act 2006;
- Conflict Resolution Training, Patient Facing Staff- Secretary of State Directive 2003& Health and Safety at Work Act 1974;
- Information Governance- Data Protection Act 1998;
- Infection Prevention and Control- The Health Act 2006 (Amended 2008);
- Major Incidents- The Civil Contingencies Act 1998;
- Moving and Handling-Health and Safety at Work Act 1974;
- Slips Trips and Falls-Health and Safety at Work Act 1974;
- COSHH- Health and Safety at Work Act 1974;
- RIDDOR- Health and Safety at Work Act 1974;
- Electrical Safety-Health and Safety at Work Act 1974;
- Medical Devices- Health and Safety at Work Act 1974;
- Equality and Diversity Training-Race Relations Amendment Act 2000, Disability Discrimination Act 2005.

3.2 Within the National Health Service Litigation Authority Risk Management Standards there are key subject areas in relation to risk which incorporate aspects of training, as a minimum this must include:

- Hand Hygiene Training (criterion 1.2.8, standard 2)
- Moving and Handling Training (criterion 1.2.9, standard 2)
- Safeguarding Adults Training (criterion 1.3.3, standard 3)
- Slips, Trips and Falls Training (criterion 1.3.5, standard 3)
- Inoculation Incident Training (criterion 1.3.6, standard 3)
- Harassment & Bullying (criterion 1.3.8, standard 3)
- Violence & Aggression Training (criterion 1.3.9, standard 3)
- Medicines Management Training (criterion 1.4.6 standard 4)
- Paediatric Care Training (criterion 1.4.7, standard 4)
- Resuscitation Training (criterion 1.4.8, standard 4)

- Infection Prevention and Control Training (criterion 1.4.9, standard 4)
- Obstetric Care Training (criterion 1.4.10, standard 4)
- Investigation of Incidents, Complaints and Claims Training (criterion 1.5.5, standard 5).

3.3 The LAS requires staff to undertake mandatory modules in:

- Patient Assessment
- Mental Health and Learning Disability
- 12 Lead ECG
- Child protection

3.4 Once the aforementioned review (3.1) has been completed a training needs analysis will be undertaken, a detailed delivery plan and staff prospectus will be developed to identify the provision required to meet the workforce needs. Not all aspects of delivery for these programmes sits within the clinical education department however in order to inform staff effectively and provide a comprehensive picture of provision information about the programmes will be incorporated into the clinical education prospectus for staff

3.5 The LAS has for some time had to maintain a fine balance between delivery of training and the need to provide the best service possible to the public with a significant shortfall in the workforce. The Trust has at all times had to ensure that performance targets are met; this has resulted in a backlog of staff who require core training updates.

3.6 In order to ensure that the training is efficient and minimise the impact on service provision the Clinical Education Team have combined core training elements where there is a correlation between subjects, for example manual handling involves the use of equipment and so the two sessions have been combined into one.

3.7 This new approach will be subject to evaluation and will be adjusted according to feedback from staff. Each new module delivers approximately 40% more training contact time than a corresponding day in the previous model.

3.8 In order to manage the risk this poses to the public, patients', staff and the Trust, the immediate priority has been identified as those areas where there are most people most out of date. In order to prioritise those who need to attend the following filters will be utilised to prioritise allocations to staff:

- Those EMTs/Paramedics who have not had core training in the last two years

- Those EMTs/ Paramedics who have been involved in a clinical incident or near miss which involved a clinical skill
 - Those EMTs/ Paramedics where there are concerns about clinical performance which are being actively managed.
- 3.9 Programmes will, commence in October 2009, covering the following areas where there are known to be individuals with a priority need to be updated:
- Basic Life Support (EMTs) or Advanced Life Support (Paramedics) with LMA and Pharmacology Update
 - Manual Handling and Equipment Update NB for NWoW complexes staff will attend training centres to access the necessary equipment equipment.
- 3.10 In previous years recognising the pressure on service during winter months no programmes have been scheduled for the period from December to March. This year programmes will be run and small numbers of abstractions are planned. This recognises the significant risk to the Trust if the current level of backlog is sustained longer than absolutely necessary. It also recognises the increasing number of staff entering the workforce, which will allow for training activity to continue year round. In total **1332** places on these programmes are planned. Based on this level of provision, the clinical education department, subject to service need aims to address the backlog no later than June 2010. At which point the programmes will refocus on the delivery of the other core elements across all clinical staff groups based on an analysis of attendance and incident data.
- 3.11 It should be noted that staff working at New Ways of Working sites will receive the priority modules, core training other local training has been identified in the New Ways of Working Training Plan (section 8) through on site training. There are some exceptions to this for example Manual Handling Training will be centre based in order to provide access to the necessary equipment.
- 3.12 Work will be undertaken to review the mode of delivery of these programmes in order to maximise the learning opportunities whilst maintaining staffing capacity. For example there is significant potential for development of e-learning modules as part of a blended learning approach.

Trust Corporate Induction

- 3.13 The clinical education and development team provide several of the sessions on the Trust Corporate Induction. These programmes are accessible to all Trust staff starting employment with the Trust. The level of commitment to sessions is determined by need, but throughout

the forthcoming year will equate to **41** sessions based on a weekly commitment.

4. CLINICAL & TECHNICAL TRAINING

- 4.1 These programmes are designed and developed to provide staff who are new to the Trust or staff who are changing their roles with the clinical and /or technical knowledge and skills to undertake the role they have been appointed to. Within the clinical and technical training portfolio there are some courses where there is currently no service need, these have been left in the programme to inform managers that they can be provided once a sufficient cohort has been identified.

Ambulance Persons (AP) Course

- 4.2 This four week training package designed for new entrant Patient Transport Service staff. It includes all of the elements covered in the Patient Transport Service Drivers course in addition to manual handling and the use of the manual handling small aids kit. At the conclusion of the course the student will be able to undertake the full range of operational PTS duties using all PTS vehicles. (During the period covered by this plan this training may be subsumed into the A&E Support training programme, but is maintained in its current form pending future decisions). No courses are currently planned for this year.

Patient Transport Services (PTS) Events Course

- 4.3 This is a two week addition to the PTS ambulance person training. It is a development opportunity to staff wishing to undertake work at large public events. The course covers items such as radio communication, personal safety and major incident/public event command structure. No courses are currently planned for this year.

Work Based Trainer Development Days

- 4.4 These are quarterly review and development days offered to PTS work based trainers to assist in the cascade of the annual work based training programme. No courses are currently planned for this year..

PTS to Accident & Emergency (A&E) Support Worker Conversion Course

- 4.5 The PTS Conversion course is designed to provide a pathway for existing PTS staff to progress to A&E Support work. This course comprises of a classroom based three week theoretical & technical training. The student is then required to complete a three week driving programme prior to consolidating their skills in a four week period of operational training.

3 courses are planned providing a total of **36** places

Direct Entry A & E Support Courses

- 4.6 The A&E Support Course is designed to equip staff with the requisite skills to staff urgent care vehicles within the Trust. This course comprises of a classroom based four week theoretical & technical training. The student is then required to complete a three week driving programme and a further week of practical assessments prior to consolidating their skills in a four week period of operational training.

10 courses are planned providing **123** places.

Driving Courses

- 4.7 The **D1** course equips staff with the appropriate level of driving skills to drive the Trust's vehicles under normal driving circumstances. The course is one week in duration and provides a theoretical and practical base in all aspects of road craft.
- 4.8 The **D2** course equips staff with an advanced level of driving skill to drive the Trusts vehicles and includes the legal aspects of emergency driving. The course is two weeks in duration and provides an advanced theoretical and practical base in all aspects of road craft. Practical emergency driving skills are developed under supervision during the operational training phase.

300 courses incorporating D1 & D2 are planned providing a total of **900** places.

Fast Response Unit Driving (FRU) Course

- 4.9 This update is available to staff who are deployed on fast response units and comprises of two days theoretical & practical update, including lone working, as required following assessment of the individuals needs through the delivery of the programme. This is then consolidated by a period of answering live calls and reviewing the driving demonstrated under emergency driving conditions to ensure the learning is translated into actions in the context of the working environment.

The FRU role is currently being reviewed and any associated training will be developed as necessary in accordance with the outcome of the review. FRU driving will remain as a core competence for responders.

There are **31** courses are planned providing a total of **186** places

Team Leader Courses

- 4.10 The Team Leader Course is a two week course which equips new Team Leaders with the new knowledge to undertake the role. It has a strong emphasis on service policy and procedures which are relevant to the role of a first line supervisor.
- 4.11 It is the intention of the Trust to maintain a full establishment of Team Leaders and accordingly, although plans for the Team Leader programme have not yet been finalised, initially **25-30** places will be provided. Further Courses will be planned aligned to the recruitment process to accommodate any increase in establishment triggered by the role out of New Ways of Working.

Instructional Methods / Instructor Qualifying Courses

- 4.12 These courses are designed to develop operational staff into the role of ambulance aid/control instructors, and attainment of the associated IHCD award. Each course is followed by a 4-6 week period of consolidation and mentoring within the clinical education team. With the change process to implement pre registration training at Diploma level the preparation for teachers and tutors will be reviewed as this preparation will no longer be fit for purpose.

2 IM and **1** IQ courses are planned providing **12** places on each, Further courses will be run based on an ongoing needs assessment.

- 4.13 The need for this programme will be reviewed as part of the work programme to move pre registration preparation to a Diploma level, as the IM and IQ courses are specific to the IHCD. The trust has a current need to maintain the number of trainers with this award but this programme does not provide the best fit for the future.

5. PRE-REGISTRATION PARAMEDIC PROGRAMMES

Direct Entry Student Paramedic Course

- 5.1 The Student Paramedic Course is designed to equip staff with the requisite skills and competencies required to become eligible for registration as a Paramedic. This 3 year course provides all the theoretical and practical elements required and allows time in practice to consolidate these skills. As the Student Paramedic progresses through the course their scope of practice in operations will be expanded as they pass competency and theory based assessments.

11 Courses are planned this year providing **204** places further provision will be confirmed following agreements on commissioning.

Full-time BSc/Foundation Degrees

- 5.2 In partnership with our 3 higher education partner institutions – Universities of Hertfordshire (UoH), Greenwich (UoG) and Kingston/St.George's (SGU), the LAS contributes to the delivery of education and practice placements for students on both BSc and Foundation Degree courses. In 2009, **71** places have been offered to students by higher education institutes in partnership with the LAS. In 2010 this number increases to **81**, a total of 168 places over the two academic years. At the end of the programme if successful the prospective candidates will be interviewed with a view to permanent employment.
- 5.3 The implementation of the work programme to move all pre-registration training to diploma level may change the cohort sizes in 2010 and beyond.

EMT to Paramedic with Accreditation of Prior Learning (APL) Course

- 5.3 The paramedic APL course has been re-modelled to meet the requirements of the Health Professions Council and includes the new element of Module J. It is designed to equip EMT 4 and some EMT 3 members of staff with an understanding of social sciences before undertaking the paramedic skill element to progress to paramedic practice

7 ten week, full time programmes are planned providing **168** places. Additionally two modular courses are planned providing **48** places a total of **216** places.

6. CONTROL SERVICES

Emergency Medical Dispatcher Call Taking Course

- 6.1 This course is designed to provide new members of staff with the competencies and knowledge to enable them to receive and process calls in the emergency operations centre.

9 courses are planned providing a total of **112** places. This plan may be revised to reflect any changes in staff turnover or changes in recruitment associated with CAD 2010.

Emergency Medical Dispatcher Dispatch Course

- 6.2 This course is designed to instruct members of staff on the policy and procedure for dispatching operational responses.

9 courses are planned providing a total of **112** places. This plan may be revised to reflect any changes in staff turnover or changes in recruitment associated with CAD 2010.

Work Based Trainer Course (EOC)

- 6.3 This course is designed for existing members of staff to be developed into the role of Work Based Trainer, providing them with the necessary skills and knowledge to support and mentor trainees in the workplace, and to assess competence.

1 course is planned providing a total of 6 places.

Emergency Driving Course

- 6.4 This course is delivered to identified Control Services staff to enable them to drive service vehicles under emergency conditions.

2 courses are planned providing a total of 14 places.

7. CONTINUING PROFESSIONAL DEVELOPMENT

The Clinical Leader Update

- 7.1 The Clinical Leader update is a two week course which has been designed by the LAS to address an identified need. Its purpose is to ensure that Team Leaders and Training Officers have up to date core knowledge and clinical skills as well as providing an overview on future health care for London developments. This programme will allow them to lead with confidence and up to date clinical knowledge and expertise.

- 7.2 Allocation to these courses will be made using the following criteria;

- Those clinical leaders whose last update is most out of date;
- Those clinical leaders who have identified concerns about their own clinical competence and/or confidence
- Those clinical leaders who have been involved in a clinical incident or near miss which involved a clinical skill
- Those clinical leaders where there are concerns about clinical performance which are being actively managed
- Those clinical leaders where there is a low level concern which is not yet matured to require active management

- 7.3 All existing Team leaders will undertake this programme by April 2010, some training officers will attend the programme by April 2010, and the remainder will attend during 2010-2011.

- 7.4 The Department of Education and development will be providing **156** places before the end of the 2009 / 2010 financial year. This is sufficient capacity for all team leaders to attend and for some training officers to attend. Further sessions will be planned for any staff who are not able to attend the planned sessions; for example those on

secondments. In addition training officers will be invited to attend the training officers updates which are planned for 2010-2011, see 7.7

- 7.5 Team Leaders and training officers who are based at New Ways of Working sites will receive this update course within training centres alongside colleagues and peers.

Operational Managers' Clinical Update Days

- 7.6 This course is designed to provide operational managers such as AOM's and DSO's with a means of keeping their basic clinical skills updated.

15 one day modules have been planned providing **120** places in 2009/10 a further **40** places will be provided in 2010/11

Training Officer Updates

- 7.7 These programmes are currently being designed to bring training officer curriculum development quality assurance and knowledge of current regulation knowledge and skills up to date. The programme will include clinical update and NHS London Healthcare developments. The programme will also include management of under achievement, fear of failure and different educational strategies which would equip the adult learner with requisite professional knowledge.

The course content, duration, capacity, delivery methods and speakers will be confirmed once the programme design phase has been completed. **70** places will be provided on this course in order to ensure all training officers can complete this programme by 2011.

Practice Placement Education Programme

- 7.8 The support and assessment of students and newly qualified staff in the clinical setting is critical to the success of the Trust. A practice placement education strategy has been developed to support all pre-registration programmes and A&E support courses. The Practice Placement Education Programme has been developed to ensure that those staff who support, mentor and assess others in the workplace are equipped to do so confidently and with a sound knowledge base.
- 7.9 The programme has been accredited by the University of Greenwich is delivered by the LAS and meets the approval standards of the Health Professions Council. On successful completion students depending on their educational entry level are awarded with a certificate in practice education at level 2, Diploma, or certificate in practice education level 3, BSc.

40 modules are planned offering **400** places

Preceptorship,

- 7.10 Further work is planned with our HEI partners over the forthcoming year to develop a module on coaching and preceptorship and a module on basic teaching skills

4 modules are planned offering **40** places.

Part-time, Diploma, Degree & MSc in Paramedic Science

- 7.11 Delivered in partnership with the University of Hertfordshire, these programmes provide a means for LAS paramedic staff to access higher education within their professional field. The following numbers are averaged out across the 18 month period of this plan. Actual figures are dependant upon application numbers and attrition during the duration of the courses.

- Diploma 20 students
- Degree 20 students
- MSc 20 students

- 7.12 During the delivery timeframe of this training plan the access route to these programmes will be reviewed to ensure the entry requirements are consistent with the overall aspiration of the Trust and its qualified workforce. In addition there will be a review of the application for funding pathway to ensure equity of access to funding and study leave support which is consistent with non-clinical staff as described in the Sponsorship for Study Guidance

EMT Development Modules

- 7.13 Unless working towards becoming a registered paramedic through the full time or part time EMT to Paramedic APL Course, Emergency Medical Technicians are required to undertake clinical knowledge and skills development in order to progress from being an EMT 3 to an EMT 4. Initially when this programme was introduced it was specifically for this staff group however the elements required are now part of the Core training requirements for the staff group and can be accessed on a modular basis rather than as a stand alone unit. The modules required are:

- 12 lead ECG
- Patient Assessment
- Basic Life Support , including LMA and Pharmacology.

See the Core Training section for details of programme capacity.

8. NEW WAYS OF WORKING COMPLEXES

8.1 There are currently two New Ways of Working Complexes which are the frontrunners of the transformational programme which will encompass the whole organisation. Within these areas the clinical tutors are based on complexes under the management of operational services. Local training needs analysis is undertaken in order to tailor the training programme delivery to the needs of the local population and the staff in the area. This complex specific programme is delivered in addition to the core training programme.

8.2 This training and development plan recognises the complex based Education and Skills programme which is to be delivered on the NWoW complexes. The programme comprises of 4 phases:

- Phase 1 Delivery of training in the identified core competencies for the appropriate skilled group.
- Phase 2 Delivery of the CPD training (8 modules identified by the Trust in the training plan)
- Phase 3 Delivery of identified additional skills to the appropriate skilled groups
- Phase 4 Delivery of complex specific Education and Skills identified using the demographics of each individual complex

Phase 1

8.3 Core competencies were identified for each operational staff group (not including PTS).

Paramedics, EMT 2, 3 and 4

8.4 Patient assessment level 2 (patient assessment module from the original EMT 4 course including documentation and history taking) **8 hr**

12 lead ECG core training **4hr**

Advanced Life Support / Basic Life Support (including LMA theory and facilitation of hospital placement for eligible staff) **Full module 8hr / update 4 hr**

EMT 1 and A&E Support

8.5 Basic Life Support **4hr**

Primary and Secondary Survey **8hr**

Airway maintenance including Suction **4hr**

- 8.6 All of the training that forms phase 1 of the Education and Skills programme is to be delivered on Complex (where possible) by the complex Clinical Tutors.

Phase 2

- 8.7 As outlined in the training plan 2009 – 2011 recognising that elements of the core training programme are to be delivered to NWoW operational road staff in phase 1 i.e. patient assessment and advanced life support.

Phase 3

- 8.8 Phase 3 consists of the delivery of additional skills that have been identified for each staff group.

Paramedics, EMT 4's and EMT 3's

- 8.9 Advanced patient assessment skills level 3 (to ensure that all paramedics have the knowledge and skills equal to that taught / received on a current paramedic course) **2x 10hr**

Referral pathways module **4 hr**

EMT 1's and A&E Support

- 8.10 Paramedic awareness
Blood Glucose monitoring **All to be completed in 1x8hr day**
FAST
Referral pathways

Phase 4

- 8.11 The delivery of modules specific to the needs of the patients served by each individual complex. The modules will be identified using information gleaned from patient report forms, information from the community involvement officers for example local support groups which have identified a need for a particular group of patients and local NHS. For example it has been identified that Chase Farm crews attend to a significant amount of elderly fallers who sustain minor injuries, therefore a suggested module may be wound assessment and treatment. The duration and number of modules is dependant on the education and skills required.

9. EMERGENCY PREPAREDNESS (EP) PROGRAMMES

- 9.1 The training of staff who are involved in emergency planning and response is fundamental to an organisation's ability to handle any type of emergency. The Civil Contingencies Act Regulations require Category 1 responders to include provision for the carrying out of exercises and for the training of staff in emergency plans. The same or similar requirements for exercising and training also apply to business continuity plans.
- 9.2 The London Ambulance Service as a Category 1 responder has responsibilities under the act, as described above. The Emergency Preparedness Department is tasked with ensuring that all staff receive adequate and appropriate training so that they can fulfill the roles required of them during an incident.
- 9.3 From 2010 the Emergency Preparedness Unit will have a dedicated training facility based in Cody Road, where all staff will attend their EP training.

The courses that the EP will run include:

Initial Entry Training

- 9.4 **Accident and Emergency Support Staff** are trained in initial attendance, command structure, safety, communications, assessment, triage, treatment and transport for a serious or major incident. Combined with the CBRN session this session is twelve hours of training which will be provided at the Cody Road site from 2010.
- 9.5 **Student Paramedics** are trained in initial attendance, command structure, safety, communications, assessment, triage, treatment and transport for a serious or major incident. Combined with the initial entry CBRN session this session is twelve hours of training which will be provided at the Cody Road site from 2010.
- 9.6 **Emergency Medical Dispatchers** are trained in the service response to an incident, the use of EOC specific response documentation and the role of the Incident Control Room. This course is four hours of training and will be delivered at Cody Road.

Continuing Professional Development

- 9.7 All staff will receive ongoing Continual Professional Development sessions delivered at the Cody Road facility. These will include refresher training on roles and responsibilities and initial attendance at an incident as well as a tabletop exercise.

Command Band Training

- 9.8 **Bronze Officers** will receive training which will bring them in line with the National Occupational Standards set for all Emergency Services. These courses will be 18 hours of training delivered at the Cody Road facility.
- 9.9 **Silver Officers** will receive training which will bring them in line with the National Occupational Standards set for all Emergency Services. These courses will be 24 hours of training delivered at the Cody Road facility.
- 9.10 **Gold Officers** will receive training which will bring them in line with the National Occupational Standards set for all Emergency Services. These courses will be 18 hours of training delivered at the Cody Road facility.
- 9.11 **GT Liaison Officers** will be trained in working in the GT environment. This is an intelligence gathering role, for suitably qualified staff, that will provide a liaison function within the MPS Special Operations Room.
- 9.12 **Tactical Advisors** will receive training which will bring them in line with the National Occupational Standards set for all Emergency Services. This course is a five day residential course held in London.

Stadia and Event Training

- 9.13 **Event Staff** will be trained in event attendance, crowd safety and dynamics as well as the rules and regulations regarding staff at events, patient treatment and extrication in an event environment and event equipment. The course is 18 hours of training which will be delivered at the Cody Road facility.
- 9.14 **Stadia training** will enable command level staff, already trained in Bronze or Silver roles, to undertake a stadia commander's role. The course is 12 hours of training which will be delivered at the Cody Road facility.
- 9.15 **Public Order Training** will train event or command trained staff in public disorder situations. The course is 18 hours of training delivered at Gravesend Metropolitan Police Training Centre.

Emergency Operations Centre Training

- 9.16 **Incident Control Room** training describes the roles and responsibilities of staff working in the Incident Control Room within EOC during an incident. The course is four hours of training and will take place in ICR.

9.17 **Event Control Training** describes the roles and responsibilities of staff working in event control during a pre-planned event. The course will last six hours and will take place in Event Control.

9.18 **Special Operations Room Training (GT)** is conducted by the Metropolitan Police service for EP, and trains our staff in the MPS cad system for use during an event or incident. The Course is 9 hours of training and is held at MPS Lambeth.

Special Operations Training

9.19 **CBRN Provider Course** prepares staff to work in HAZMAT environments, including the use of advanced PPE, patient decontamination equipment and the specialist roles and responsibilities required at a CBRN incident. The course is twenty seven hours of training and will be delivered at various locations around the service.

9.20 **Hazardous Area Response Team Incident Response Unit (IRU)** training is part of the Department of health initiative to prepare staff to work in extreme and possibly contaminated environments, taking patient care into hazardous areas. Hazardous Area Response Teams (HART) are [specially recruited and trained personnel](#) who provide the ambulance response to major incidents involving hazardous materials, or which present hazardous environments, that have occurred as a result of an accident or have been caused deliberately. The LAS will have two teams, one based in the East and one in the West. The HART course is six weeks, three weeks residential in Wiltshire and three weeks non residential in London.

9.21 **Urban Search and Rescue** training is part of the DH initiative to prepare staff to work in dangerous environments such as collapsed buildings or crashed vehicles. HART USAR paramedics are trained specifically for this hazardous role and are taught extended clinical skills which enable them to provide clinical intervention at the following types of incident:

- Collapsed buildings or structures (e.g. scaffolding).
- In tunnels, such as a major evacuation of a tube train.
- Heavy transportation or multiple vehicle collisions resulting in a number of casualties.
- At height, for example a casualty located in the cab of a construction crane

The course is a three week residential programme.

9.22 **Bronze CBRN** courses are a specialist training course for staff to prepare them to manage a complete decontamination team and the decontamination process. The course is a five day non residential course.

- 9.23 **Tactical Support Officer** course prepares suitably qualified staff to provide tactical advice on CBRN and HAZMAT incidents. The course is five days residential held in London.

10. CLINICAL EDUCATION PROJECTS

- 10.1 The Clinical Education Department as well as mapping out the ongoing provision to maintain the competency, capacity and capability of the workforce also responds to developing clinical needs as well as meet the new and changing priorities and projects. Over the forthcoming period there are a number of programmes the department are engaged in.

Command Point (CAD2010)

- 10.2 Within Control Services work based trainer courses will be provided in October. These courses will specifically be providing development for the Work based trainer / tester role associated with the implementation of Command Point the new Command and Control system within the Service.
- 10.3 This is a significant training package which involves a minimum of **40** hours training for 400 people prior to the new system go live date. Depending on the learner ability this initial training may have to be supplemented with additional support, this will be supported by a buddy network within the control room.
- 10.4 As there will be a time lag between the delivery of initial training and the system implementation date there will be need to deliver refresher training, in order to maximise the benefit of the training input and optimise individual performance at go live.

FRU Responder Training

- 10.5 The Trust is considering the further development of the FRU responder model and preparation for the role. The role and development package to support this is currently being scoped and will be piloted and evaluated at the NWoW complexes with a view to implementation across the LAS.

Olympics

- 10.6 The LAS is currently preparing for the 2012 Olympics, a range of training has been identified and is being refined further for roll out across the workforce. Currently those involved in providing our statutory requirement and the delivery of any additional care we may be asked to provide at the Olympics, will be required to undertake a

comprehensive training package of between 4-7 days covering a range of subjects e.g.

- Olympic protocols and interagency awareness
- Accreditation and security
- Public Order awareness
- Anti doping procedures
- Disability clinical skills training
- Professionalism and communication

10.7 In addition to the Olympic training programme it has also been identified that staff should also have completed the core modules in Diversity, Patient Assessment and dependant on job role the required level of Incident and event training commensurate to their role. This will be mapped out for individuals prior to commencement of the Olympic specific programmes from 2010 onwards.

Ad Hoc Complex Based Training

10.8 There is from time to time the need to deliver ad hoc complex or centre based training when new technology and /or guidance is introduced. In these situations a lead for delivery will be identified the approach and delivery will be outlined by the lead and agreed by the Clinical Education Steering Group. Feedback and attendee evaluation will be feedback to the Clinical Education Steering Group by the agreed lead for the programme.

10.9 Currently there are two key programmes which are about to roll out, the Trauma Decision Making Tool, which needs to be cascade trained before the introduction of the major trauma centres in April 2010 and the Cook IO and EZ-IO devices for additional venous access.

11. E-LEARNING

11.1 The recent appointment of an E-learning manager to the LAS creates the platform for the development of new stand alone and blended learning models and opportunities of new ways of working. This platform for learning is well suited to training delivery for a geographically dispersed workforce such as that within the LAS widespread where consistency is required and where monitoring of completion and achievement are essential.

11.2 There is also the potential to develop interactive skills base training material, where staff can logon to an online Virtual Learning Environment (VLE) and access pre-course information, interactive course materials and e-assessments (online testing) as well as provide the opportunity for peer review and discussion using online forums and the ability to provide online reviews and feedback on course materials.

- 11.3 The LAS has undertaken some initial work to develop E-learning however this has been limited and has not been widely promoted within the workforce. Currently the LAS is testing MOODLE VLE, an interactive education platform. Currently the project is still in the testing stage, in the forthcoming year work will be undertaken to develop the services and functionality of the platform and to promote its use within the Clinical training Team both in terms of the provision of learning material but also as a web based forum for students to interact and communicate with each other and their tutors.
- 11.4 An e-learning strategy and work plan is being developed which once completed will inform the roll out of e-learning across the clinical workforce.

12. RISKS

Attendance

- 12.1 The delivery of training to clinical staff within the LAS is a critical factor in the management of patient safety and risk. In approving this training plan SMG has made a joint commitment to ensuring that the necessary training is delivered to clinical staff. The level of risk to the public, patients, staff and the LAS if training is not delivered or if staff do not attend the training identified as necessary for their role varies widely depending on the individual the length of time since they were last trained, their competence and the specific circumstances they are dealing with.
- 12.2 In order to understand the level of risk a based reporting system will be developed for implementation from April 2010. This system will use a risk rating score to identify the risk which has resulted from an individual non attendance or course cancellations for core training.

Capacity

- 12.3 The Clinical Education and Development Team is currently resourced centrally to ensure that the skills knowledge and competency of the staff is utilised efficiently and effectively. Currently approximately 18 staff are seconded into the training team in order to support the workforce expansion process. In the short term this is funded from the MPET levy by NHS London. The increase in the workforce numbers will inevitably require an increase in the provision of ongoing clinical training and core training. The department will, over the period of this plan, review the training provision projections in order to identify the resources which will be required to deliver the ongoing training needs of the increased workforce.

- 12.4 In addition there will be a review in this period of the projected bridging arrangements which will need to be resourced in order to affect a smooth transfer from the current system to the New Ways of Working
- 12.5 The implementation of CAD 2010 and the additional training required to provide practitioners for the Olympics will be scoped in terms of skills and capacity requirements to ensure that these programmes are managed within an acceptable threshold as they both require time critical delivery. These work programmes will be continually monitored in the planning and delivery phases to ensure their success.

13. MONITORING

- 13.1 The development and delivery of high quality clinical education is as important to the LAS as the activity to deliver programmes. This being the case, the clinical education team will be developing people measures as part of the balanced score card approach. The uptake against provision of the programmes planned will be monitored with a target of 85% attendance. Reasons for non-attendance and cancellations will be collated and analysed in order to identify trends and patterns which indicate the need for future revision and to assess the risk to the public, staff and the Trust of the training not being delivered.
- 13.2 In particular attention will be paid to Core training as this has been identified as a particular area of risk due to the challenges over the last year. Individuals who do not attend core training will be managed in line with the Trust Policy.
- 13.3 In addition to the course evaluation processes which are in place course closure feedback will be analysed and reported to the Clinical Education Steering Group in order to inform programme development and change. The reporting arrangements for this group are being reviewed in order to ensure that relevant and timely reports are received by SMG, as part of the Clinical Quality Standards Report and where necessary the Trust Board as part of the overall clinical governance, risk and clinical quality reporting.
- 13.4 The Clinical Education and Development Team are developing the systems and processes to initiate qualitative measures in relation to clinical education provision. This will include the development of systems and processes to peer review course content as well as assure the quality and consistency of programme delivery. These processes will apply to centralised training and training delivered within the New Ways of Working complexes to ensure consistency of quality content and delivery.

14. PUBLICISING PROGRAMMES

- 14.1 The Clinical Education and Development Team will develop and publish a training prospectus which will detail course dates, methods of application (where applicable), content and objectives, modes of delivery and assessment processes (where applicable). This will be made available in hard copy and on The Pulse.