

Thurrock Coalition – Practical Implementation of the Thurrock Council Workforce Planning Strategy



Observation of Training Delivered to Adult Social Care Staff August-October 2012

Background

This workstream follows directly from the co-productive project undertaken by Thurrock Coalition and Thurrock Council to inform, design and develop a Workforce Strategy For Thurrock during which the following Outcomes were extrapolated:

- A) I feel I have a choice and am in control of the services I receive and they meet my needs.*
- B) I feel I have been listened to and understood and am in control of the assessment process.*
- C) I feel confident that social care staff know what they are doing. Social care policies are clear and understood by everyone.*
- D) I feel all relevant information about me is shared appropriately and with my knowledge.*
- E) I understand what is available to me both in my community and for health and social care.*
- F) I feel recognised as an individual, able to make decisions for myself and my own contribution to society.*

Aims and Objectives of the Workstream

After undertaking the project focus groups (September 2011-November 2011) and subsequent follow up event (February 2012) Representatives from both Thurrock Coalition and Thurrock Council respectively wanted to maintain the momentum of good co-production and to ensure that the strategy was implemented and that training “on the ground” accurately reflected the letter and spirit of the Workforce Planning Outcomes.

With this in mind, and to enable Thurrock Council to evidence the impact of the implementation of the identified outcomes, a series of Engagement activities were developed to include:

- Observing training –implementation of the strategy between August-October 2012
- Small groups/Large groups/Observing and Feedback on training delivery.

This would ensure that:

- Thurrock Coalition would be involved and engaged in the completion and early implementation of the Workforce Strategy
- The learning from service users can be maximised
- The next phase of the workstream would be a valuable opportunity for Thurrock Coalition, its networks, organisations and individual citizens of Thurrock to help to review and observe the delivery of “In-House” Adult Social Care training and associated modules.

What the project and Report will achieve:

- Support for the completion of the strategy and be central to the implementation of the strategy. Through the use of focus groups, individual activities and feedback events.
- Ensure that the service user is central to the training being delivered where it is appropriate.
- Gain objective feedback as to how the ULO service objectives are being incorporated into staff training.
- Utilise the feedback to build upon good practice, and inform future training practice and updates to the Workforce Planning Strategy from time to time as required.

Approach to delivery

Approach needs to be dynamic and enable to the implementation to have purpose and consider the impact on outcomes for both people who use services and the adult social care workforce.

Approach to be developed and defined by feedback from existing events and through discussion to move the work forward. This could include observation of training events, discussions with staff and managers, small focus groups and feedback on learning.

Individuals were identified from membership of the Workforce Planning Strategy Workshops and follow up event. Ideally, identified individuals will be ordinarily resident in/or have a connection to Thurrock and identify as a Disabled Person, or Carer/family member of a Disabled Person.

Induction training was designed and delivered co-productively with Thurrock Coalition and Thurrock Council’s Senior Workforce Training Officer.

The Observation Form was trialed during the induction training, after which feedback, views and opinions were sought on: ease of use, layout, structure, guidance and format. This feedback was then implemented in the final version of the form (reproduced in the Appendices of this report)

Individuals received training on:

- The background to the project
- The Outcomes, how to identify them and what they mean in a practical context
- Attend a “Practice Session” – observing training on “Safeguarding Vulnerable Adults” with key elements highlighted and an opportunity to discuss positive and negative aspects of the delivery and content of the Training.

After the induction, individuals were asked to:

- Observe a variety of taught training courses delivered to staff and volunteers working in Adult Social Care.
- Complete an Observation Form.

The Observation Form contained Guidance on completion of the Form:

- *It is not always possible to see or hear examples of all the service objectives in the training being observed.*
- *But, it is important to look for evidence that the training has them in mind. To help, they have been broken into key area that should be looked for.*

- The Outcomes were then elaborated upon in the Observation context in terms of: Enabling and supporting Choice and Control, Involving individual in support planning and delivery, the importance of openness, honesty, dignity and respect throughout the process, appropriate sharing/use of information, for the individual to be at the centre of the Customer Journey. All these factors appear in the Guidance on the Observation Form.

Example of the Observer Guidance as it appears in the Observation Form

A) The importance of helping the service user feel they have choices	B) The importance of listening to the service user views	C) The importance of being confident and honest when working
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and control		with the service user
D) The importance of helping the service user find other information	E) The importance of communicating with the service user	F) The importance of treating the service user with Dignity and Respect

- *Did the training indicate/mention/discuss or show that people's choices should be respected as far as possible?*
- *Did the training indicate/mention/discuss or show about the importance of involving the service user in the care they receive when it is being planned and/or when it is being delivered?*
- *Did the training indicate/mention/discuss or show the importance of being open and honest when dealing with the service user?*
- *Did the trainer indicate/mention/discuss or show what other relevant information may be of use?*
- *Did the trainer indicate/mention/discuss or show that the service user needs to be central to any process the training refers to?*
- *Did the trainer indicate/mention/discuss or show that the first priorities in delivering or planning care and support must be around ensuring the person is treated with dignity and respect?*

List of Courses/training observed by Individuals from Thurrock Coalition (for detailed Thematic feedback, see below)

- Safeguarding Adults
- Care Records
- Clinical Skills
- Bereavement
- Infection Control
- Safety Awareness for Lone Workers

Conclusion – What happens next?

The feedback and findings contained in this report will serve to:

- Build upon existing good practice within the delivery of training for Adult Social Care Staff
- Influence, inform and shape future training delivery by providing feedback to the trainers to ensure the outcomes are used as a framework for going forward.

- Ensure that the outcomes identified by Thurrock Coalition and Thurrock Council continue to be publicised, utilised and embedded as over-arching and cross-cutting principles across Thurrock Council Departments
- A further round of training observations and feedback takes place within 12 months to review and assess training delivery and practice.

Thurrock Coalition - 2013

Appendices

Thematic Feedback obtained from individual Observers

Training: Safeguarding Adults

Outcome	Objective feedback as to the effective implementation and incorporation of the Outcomes into staff training.
A) The importance of helping the service user feel they have choices and control	<ul style="list-style-type: none">• Involvement and empowerment of individuals was mentioned• Choice and control was implied through– stressing the importance of using appropriate questions and patience• DPs mentioned as was the importance of the assessment process• Could mention personalization specifically and offer an explanation of what it means/entails – as a “buzz word” in the sector, so people might hear it but not know what it means in theory or practice.• The methodology of using choice and control was mentioned (e.g. “Do you want Tea or coffee? And using pictures to re-inforce the question” – but not the actual phrase “choice and control”• Support for carers identified – carers entitled to an assessment in their own right. • Use of terminology – “...with disabilities” – medical model• Disabled people – disability is caused by barriers in society – so people are “disabled people” – Social Model• Discussed the importance of striking the balance between personalisation and keeping people safe• People have capacity in some but not all decisions• Stipulated the principles of the MCA 2005 – “I need additional help to enable me to choose”• Trainer highlighted best practice around MCA Assessment and BIA and sourced all definitions on the relevant slide(s)• “Ignoring abuse is not an option”• HRA 1998 (in force 2/10/2000) Article 3, Article 8• “Stopping the abuse happening is the key motivation”• The challenge is autonomy vs. abuse e.g. administering medication issues

<p>B) The importance of listening to the service user views</p>	<ul style="list-style-type: none"> • Empowerment of the individual was mentioned • The importance the person leading the decision making process was mentioned • Key words mentioned: Empowerment, protection, support and representation.
<p>C) The importance of being confident and honest when working with the service user</p>	<ul style="list-style-type: none"> • The importance of involvement in the decision-making process was mentioned
<p>D) The importance of helping the service user find other information</p>	<ul style="list-style-type: none"> • The importance of the availability of information AND Community Services was emphasised
<p>E) The importance of communicating with the service user</p>	<ul style="list-style-type: none"> • Said that one has to balance the wants/needs of the client with professional intervention.
<p>F) The importance of treating the service user with Dignity and Respect</p>	<ul style="list-style-type: none"> • Delivery of video scenarios to illustrate issues of vulnerable adults. Re: Dignity pledges – perhaps use a slide/handout – as so core values • Dignity in Care (10 pledges mentioned) - Basis of practice – Ask the individual – what is their preferred name? “Mr. Clayton” “Bill” or “Billy Boy” • Dignity. Privacy, complaints – importance of engagement with family members • Transparency – rights – importance of breaking barriers that are created by the “guardians of information” • Professional boundaries • Assessing the situation – giving support – go to supervisor if unsure • Balance is important • Good summary of Outcomes and Expectations re: Safeguarding • Reference to the Safeguarding Handbook • Issues with Witness Statement accuracy – writing down the narrative asap • Trainer sought feedback from session outcomes • Good use of: Issue → Policy (or law) → Application to the situation → Conclusion

Additional Comments - Training Delivery – The Outcomes

- The following issues were covered:
- Impact of conditions upon daily living
- Importance of appropriate support
- Empowerment
- Communication
- “Re-setting Boundaries” example was effective
- Good practical examples and application from the trainer and from the floor
- - identified commonalities in workplaces
- The trainer aided learning and understanding by giving practical examples – e.g. daily living, able to dress without difficulty, but can the individual choose “weather appropriate” clothing? Can they make financial decisions?
- Highlighted the importance of Safeguarding – illustrated with statistics to show the rise in referrals – vital –said why reported abuse could be a positive.

Training Delivery – General Comments

- Acoustics of the room- volume up high, clear but bounced of the hard surfaces-may cause difficulty for the hard of hearing
- Room set out small groups around table –scattered – friendly arrangement – engaging- all could see.
- Room set up – the room itself did not have a visual fire alarm (for people who may have a sensory (hearing) impairment.
- Need to ask if loop system available.

Thematic Feedback obtained from individual Observers

Training: Care Records

Outcome	Objective feedback as to the effective implementation and incorporation of the Outcomes into staff training.
A) The importance of helping the service user feel they have choices and control	<ul style="list-style-type: none"> • Planning the care mentioned but no mention of person- centred planning specifically • Very Health focused and Professional focused • Planning and goals- problems focused rather than Solution Focused. • Interview skills covered- ask, listen, reflect, clarify “If not – record plan and intervention will be wrong” “Judgemental skills”- Clues and interference Observational skills – also put on the form. Care plan must relate to the assessment • Always involve the people in the DMP, in the whole process
B) The importance of listening to the service user views	<ul style="list-style-type: none"> • Good illustrative examples re: “Biographical Details” slide “Important to listen to the individuals” • Involvement of the patient/client – but not expanded upon. • Accountability to the patient • Future carers professional body is likely • Poor records indicate a lack of care. • Statements should be accurate and concise to avoid hearsay
C) The importance of being confident and honest when working with the service user	<ul style="list-style-type: none"> • Records should be “clear and concise” • The key is evaluation • “Rectify mistakes in records, but don’t cover up” - So, importance of Honesty • Importance of glossary of terminology Statements in plan – need following up. “A Record of action taken” should be taken
D) The importance of helping the service user find other information	<ul style="list-style-type: none"> • Not covered
E) The importance of communicating with the service user	<ul style="list-style-type: none"> • Give Info regarding possible outcomes • “Discussed and recorded” Consent Confidentiality • Intervention – specific details “the importance” • Evaluation – what has been achieved? - Outcomes.

	<ul style="list-style-type: none"> • “Don’t use specialist abbreviations” <p>Note: Would be good to have a good example Care Plan as part of the exercise.</p>
F) The importance of treating the service user with Dignity and Respect	<ul style="list-style-type: none"> • Consistent use of terminology – good – explained context and use of “patient” as generic term.

Training Delivery – The Outcomes
<ul style="list-style-type: none"> • The trainer was clear when explaining why records are important in both a legal and care context, where the individual also benefits from paper record keeping. • The trainer was able to quote legislation to support what he was saying • The trainer was very clear and straightforward about involving the individual. • The trainer’s knowledge and experience seemed to play a key role in the good quality of the training • Although individual benefits were discussed, I felt that the involvement of the individual in the records process was not really discussed • Discussed not only the correct way to keep records but errors to avoid as well • This class focused more on record keeping as opposed to care/quality of care or interaction with the individual. • The trainer encourage accountability – a definite plus in my book

Training Delivery – General Comments
<ul style="list-style-type: none"> • The trainer started by clearly stating his background and the relevance to the training. He immediately involved the group and encouraged participation. • [The training] makes people not only record properly but explained how it can

be used for self-evaluation and to strive for better care from yourself (Carer)

- I felt as though the last half an hour was a little rushed and maybe could have been expanded just a bit.
- Some important internal problems were brought to light in the meeting that sound like they need to be addressed within Thurrock with regard to Record keeping.
- Although the room was set up nicely and the acoustics were good, I found that closing the blinds would be very useful in reducing distractions

Outcome	Objective feedback as to the effective implementation and incorporation of the Outcomes into staff training.
A) The importance of helping the service user feel they have choices and control	<ul style="list-style-type: none"> • User of a Catheter should be for as short term as possible. • Practical focus. • Stated why a catheter was used long-term / short term and gave the medical reason – very medical model focused (as opposed to Social Model) • Did not mention the person could feel uncomfortable. • Did not mention the need to be personal cantered. • Choices of bags and catheters said there are different types but didn't say that the client may have a preference for comfort / use. Very medical model. • Leg bag should be joined to night bag and is done to keep infection at bay but no mention to ask client wanted choice and control. Internal process? Should ask the client. • Bag to bag tubes to long no mention that clients may have a preference so that could be a reason to change the policy / process to give the client control of the care and to be able to make their own choice.
B) The importance of listening to the service user views	<ul style="list-style-type: none"> • Catheter coming out – mentioned but the consequences for the individual service user were not mentioned. “Don't want to keep disconnecting / reconnecting as increases risk of infection” However there was no further discussion e.g. emotion / distress to the individual.
C) The importance of being confident and honest when working with the service user	<ul style="list-style-type: none"> • Question the individual healthcare professional. • Lack of uniform practice – causes problems.
D) The importance of helping the service user find other information	<ul style="list-style-type: none"> • Not covered
E) The importance of communicating with the	<ul style="list-style-type: none"> • Different practices in care homes – no mention of asking the service user of what they want

service user	
F) The importance of treating the service user with Dignity and Respect	<ul style="list-style-type: none"> • Knocking on the door and drawing the curtains is important.

Training Delivery – The Outcomes
<ul style="list-style-type: none"> • Trainer said that it should be a uniformed service, this does not allow for choice and control. • Some discomfort: Could have expressed / reassured client to make feel better: Trainer said client may not want to talk about catheterisation because they may have a learning difference or mental health problem or other medical reasons but no mention of the person could just be shy or most likely be embarrassed, there was no mention of dignity.

Training Delivery – General Comments
<ul style="list-style-type: none"> • Recognised that there may be issues with clinical skills care as the session is an update • Room layout: Trainer could have moved some tables so that he didn't have to keep climbing over them. • Invited questions. • Further reading policies / procedures / good practice / links / web skills. Participants didn't know about skills for health. • Warned about out of date / bogus websites. - "Ask if you hear instructions that seem wrong / out of date". • Later mentioned that if client can do their own catheterization it would be better as people don't like other people fiddling with their genitals. • The trainer made the statement: Individuals are individuals so could be medically different. <p>Eye drops:</p> <ul style="list-style-type: none"> • Between eye drops the guidelines might say leave five minutes before adding the second drop, Trainer said no need one minute will do – not sure this is right?. • Always best care for clients that was all that was said about it. • I informed the group / class about the alternative for males i.e. to use a

conveen in steed of catheter. Trainer said they will add this to the training and also said they may use videos.

Thematic Feedback obtained from individual Observers

Training: Bereavement

Outcome	Objective feedback as to the effective implementation and incorporation of the Outcomes into staff training.
A) The importance of helping the service user feel they have choices and control	<ul style="list-style-type: none">• To the understanding of bereavement, so many people are different and have different needs / personal experiences.• I have no concerns about the content of the training it is all about the client, a very personal service centred around the client.• Every client is different and may have a different time line through the four stages of bereavement.
B) The importance of listening to the service user views	<ul style="list-style-type: none">• I have no concerns about the content of the training it is all about the client, a very personal service centred around the client.
C) The importance of being confident and honest when working with the service user	<ul style="list-style-type: none">• I have no concerns about the content of the training it is all about the client, a very personal service centred around the client.
D) The importance of helping the service user find other information	<ul style="list-style-type: none">• I have no concerns about the content of the training it is all about the client, a very personal service centred around the client.
E) The importance of communicating with the service user	<ul style="list-style-type: none">• I have no concerns about the content of the training it is all about the client, a very personal service centred around the client.
F) The importance of treating the service user with Dignity and Respect	<ul style="list-style-type: none">• I have no concerns about the content of the training it is all about the client, a very personal service centred around the client.

Training Delivery – The Outcomes

- Spent a lot of time on how the trainee's feel - to demonstrate that we are all different and deal with things differently. No right or wrong.
- Know your client adapt to their needs. Because of the subject matter the trainees began to speak quietly so other trainees missed out on what was said, also when crying difficult to understand.
- 12 trainees – quite a large group - may be consider having smaller groups.

Training Delivery – General Comments

- All trainees' introduced themselves and stated why they wanted to do the training all had very personal experiences.
- Had an ice breaker session so everyone felt comfortable sharing and speaking about experiences.
- Then checked for any concerns of the group they reassured everyone that it is fine to cry and could leave the room / would give a few minutes and then trainer would check trainee was ok.
- I didn't stay for the afternoon session or the following morning's session – due to other commitments.
- Unable to tell if start and finish was on time.
- Or if checks were made of people's understanding of the sessions outcomes.
- It was a well prepared training session but due to subject matter it would have been inappropriate to be enthusiastic.

Thematic Feedback obtained from individual Observers

Training: Infection Control

Outcome	Objective feedback as to the effective implementation and incorporation of the Outcomes into staff training.
A) The importance of helping the service user feel they have choices and control	<ul style="list-style-type: none"> • a) b) c) d) e) f) were not mentioned
B) The importance of listening to the service user views	<ul style="list-style-type: none"> • a) b) c) d) e) f) were not mentioned
C) The importance of being confident and honest when working with the service user	<ul style="list-style-type: none"> • a) b) c) d) e) f) were not mentioned
D) The importance of helping the service user find other information	<ul style="list-style-type: none"> • a) b) c) d) e) f) were not mentioned
E) The importance of communicating with the service user	<ul style="list-style-type: none"> • a) b) c) d) e) f) were not mentioned
F) The importance of treating the service user with Dignity and Respect	<ul style="list-style-type: none"> • a) b) c) d) e) f) were not mentioned

Additional Comments - Training Delivery – The Outcomes
<ul style="list-style-type: none"> • Mentioned the Health and Social Care Act 2012

Training Delivery – General Comments

- Trainer told group where to find info on their website plus an out of hour's emergency contact telephone number.
- Room set up poor, set up in rows so people behind taller people couldn't see presentations.
- Took time to assert herself / to get the group to stop talking and listen to her instructions.
- Had the room to split up in to smaller groups to discuss given topics / critical thinking.
- Doors of the training room was left open, noise from outside of the room.
- One trainee expressed that they was hard of hearing, closing would have helped. Although trainer did ask that person to move to the front.

Thematic Feedback obtained from individual Observers

Training: Safety Awareness for Lone Workers

Outcome	Objective feedback as to the effective implementation and incorporation of the Outcomes into staff training.
A) The importance of helping the service user feel they have choices and control	<ul style="list-style-type: none"> • [Incidents at work] can be different for some than others / people's perception can be different. • Consideration of how an incident would impact on your family.
B) The importance of listening to the service user views	<ul style="list-style-type: none"> • Not covered
C) The importance of being confident and honest when working with the service user	<ul style="list-style-type: none"> • Not covered
D) The importance of helping the service user find other information	<ul style="list-style-type: none"> • Trainer told trainee's where to find lone working out of hour's policy on in form. • Pre plan and plan for every occasion you work alone
E) The importance of communicating with the service user	<ul style="list-style-type: none"> • Not covered
F) The importance of treating the service user with Dignity and Respect	<ul style="list-style-type: none"> • Importance of treating people with respect • Trainees advised to be mindful of your own behaviour. • Allow for people feeling anxious; allow them space – room to live. • Did say that you / client should be dressed appropriately. If client has mental health impairment and is not dressed you should ask them to dress. This protects their dignity and shows respect.

Additional Comments - Training Delivery – The Outcomes
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| <ul style="list-style-type: none">• Encouraged critical thinking• Did some group exercise to highlight the impact of an incident at work. |
|--|

Training Delivery – General Comments

- | |
|--|
| <ul style="list-style-type: none">• None |
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Template Observation of Training Pro Forma



Training Session Details

Observers name			
Trainers name			
Training Subject			
Observation date			
No of participants			
Venue			
Times of Observation			
From:		To:	

About You:

Do you live in Thurrock?	Yes	No
Are you? (please tick all that apply)		
A disabled person?	Yes	No
Someone with personal experience of disability?	Yes	No
Someone with professional experience of a disability?	Yes	No
A Carer?	Yes	No
None of the above?	Yes	

Main Tasks and responsibilities

- To observe a variety of taught training courses delivered to staff and volunteers working in Adult Social Care.
- To complete an observation form.
- To ensure that the service user is central to the training being delivered where it is appropriate.
- To gain some objective feedback as to how the ULO service objectives are being incorporated into staff training.
 - A) I feel I have a choice and am in control of the services I receive and they meet my needs.
 - B) I feel I have been listened to and understood and am in control of the assessment process.
 - C) I feel confident that social care staff know what they are doing. Social care policies are clear and understood by everyone.
 - D) I feel all relevant information about me is shared appropriately and with my knowledge.

- E) I understand what is available to me both in my community and for health and social care.
- F) I feel recognised as an individual, able to make decisions for myself and my own contribution to society.

It is not always possible to see or hear examples of all the service objectives in the training being observed.

But, it is important to look for evidence that the training has them in mind. To help, they have been broken into key area that should be looked for.

A) The importance of helping the service user feel they have choices and control	B) The importance of listening to the service user views	C) The importance of being confident and honest when working with the service user
D) The importance of helping the service user find other information	E) The importance of communicating with the service user	F) The importance of treating the service user with Dignity and Respect

Look out for key things like: -

- Did the training indicate/mention/discuss or show that people’s choices should be respected as far as possible?
- Did the training indicate/mention/discuss or show about the importance of involving the service user in the care they receive when it is being planned and/or when it is being delivered?
- Did the training indicate/mention/discuss or show the importance of being open and honest when dealing with the service user?
- Did the trainer indicate/mention/discuss or show what other relevant information may be of use?
- Did the trainer indicate/mention/discuss or show that the service user needs to be central to any process the training refers to?

- Did the trainer indicate/mention/discuss or show that the first priorities in delivering or planning care and support must be around ensuring the person is treated with dignity and respect?

If it helps.....

Use the page opposite to take your own notes, bullet points or drawings to help evidence some of these things as you observe the training.

Below is a tick box about other things you may see or hear in the training and some of the things that Thurrock Council are looking out for to help indicate good training.

Key things to look out for!	Very satisfied		Very dissatisfied		
	☺		☹		☹
Training objectives clearly stated	5	4	3	2	1
Checks attendance begins and ends training session on time	5	4	3	2	1
Demonstrates control of the training session.	5	4	3	2	1
Is prepared and is enthusiastic about the subject matter.	5	4	3	2	1
Presents material in a clear and understandable manner.	5	4	3	2	1
Appeared knowledgeable of the subject	5	4	3	2	1
Promotes discussion and involvement	5	4	3	2	1
Engages people in the learning by using a variety of teaching methods.	5	4	3	2	1
Encourages critical thinking and analysis	5	4	3	2	1
Checks peoples understanding of session outcomes	5	4	3	2	1
Pace of the training	5	4	3	2	1
Length of the training	5	4	3	2	1
Information and advice provided at the training	5	4	3	2	1
Content covered at the training	5	4	3	2	1
Presentations that were delivered at the training	5	4	3	2	1
Access at the venue (technical, physical or other)	5	4	3	2	1
Training location	5	4	3	2	1
Room set up	5	4	3	2	1
Room temperature	5	4	3	2	1
Room acoustics	5	4	3	2	1
Appropriate use of technology	5	4	3	2	1

If it helps.....

Use the page opposite to take your own notes, bullet points or drawings to help evidence some of these things as you observe the training.

Lastly, if you have any other comments please use the page.

Comments/Concerns/Suggestions	