

REGIONAL AMBULANCE TRAINING CENTRE
TRAINING, EDUCATION AND DEVELOPMENT PLAN
2007 - 2009

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NIAS MISSION STATEMENT

“To deliver effective and efficient care to people in need and improve the health and well-being of the community through the delivery of high quality ambulance services”

VISION

“An Ambulance Service contributing to a safer community and a better quality of life in Northern Ireland through first class “out of hospital” emergency, non-emergency and disaster services”

INTRODUCTION

NIAS responds to the needs of a population in Northern Ireland in excess of 1.7 million people in the pre-hospital environment. It directly employs over 1000 staff, across 32 ambulance stations/substations, 2 Regional Medical Dispatch Centres (Emergency and Non-Emergency), a Regional Ambulance Training Centre, and Headquarters.

The Regional Ambulance Training Centre’s (RATC) training plan for 2007 –2009 sets out the priorities for the clinical and non-clinical training, education and development of all staff within the Trust. The plan takes account of the strategic objectives of the Trust, and supports the delivery of priorities as set out in Priorities for Action and the Trust Delivery Plan. The plan has been developed in light of new pressures in terms of changes in service provision and delivery that are as a result of organisational reform within NIAS and developments in the wider HPSS. It identifies the need for increasing the current manpower levels, maintaining a safe skill mix and improving the skills and competencies of ambulance professionals to meet the challenges of the future.

SUMMARY OF OBJECTIVES FOR 2007 - 2009

The following objectives are essential to ensure continued safe delivery of the service and provide the necessary foundation upon which future changes can be built:

Ensure the timely delivery of core training

The RATC will ensure the timely delivery of core training in order to address skill mix establishment levels, in line with organisational reform and the Trust's Workforce Planning Strategy.

Fulfil all mandatory requirements

The RATC will ensure all mandatory requirements are fulfilled as set by the Institute of Health Care Development (IHCD), the Health Professions Council (HPC), and other regulatory bodies, and will ensure all statutory and legislative training obligations are met. This will include maintaining IHCD and HPC accreditation, and Continuous Professional Development.

Prioritise core, mandatory and refresher training

The RATC will prioritise core, mandatory and refresher training which enhances the quality of care provided for patients and meets the changing needs of acute services.

Meet the changing technological environment

The changing technological environment provides opportunities for improved service delivery. NIAS has established a range of mechanisms such as transferring its radio systems from an analogue system to a digital based platform. The RATC will ensure the delivery of Digital Trunk Radio training sessions to operational staff, in order to meet the completion date of June 2007.

Support the introduction of new equipment

The RATC will continue to support the introduction of new equipment to the Service by taking a flexible approach to ensuring ad hoc training is developed and delivered as the need arises. Examples include:

- The introduction of Automated Electronic Defibrillators (AEDs) to Patient Care Services vehicles
- The introduction of new vehicles, new trolleys, stretchers etc

Meet the changing dynamics of Ambulance Education, Training and Development

Changes in the dynamics of ambulance service provision particularly in the pre-hospital emergency care and treatment environment continue to challenge NIAS. Therefore, to ensure the highest standards of out of hospital care are provided to patients, the NIAS education framework will evolve with the advancing national training and research agenda and international ambulance education standards. This will include the provision of nationally recognised education for ambulance personnel, and the development of third level education, through linking and engaging with Higher Education Institutions (HEIs).

Management Development and Best Practice Programmes

The RATC will ensure that management development and best practice programmes are sourced, developed and delivered to relevant individuals in order to equip them with effective managerial skills to strengthen leadership, heighten awareness of and help contribute to organisational values, goals and objectives, and meet ministerial targets.

Maximise the Agenda for Change Knowledge and Skills Framework

The RATC will promote and support the continuous professional development of all staff through the application of life long learning principles within the working environment and through the implementation of the Knowledge and Skills Framework (KSF) and Personal Development Reviews (PDRs). A learning culture will be encouraged where staff learn from past experience, ensuring reflective practice, and transfer of learning. The Trust will support personal development of all staff by developing sound systems for managing performance and under-performance issues effectively and constructively, establishing clear relationships between organisational and individual standards and objectives.

Introduce a Corporate Induction Programme for all staff

The Corporate Induction Programme will be available to all new staff joining the Service. It will include areas such as Good Relations Training, Manual Handling, Fire Code, awareness of NIAS policies and procedures, and an overview of terms and conditions of service. The programme will link to the Knowledge and Skills Framework and relevant post outlines.

Promote equality for and diversity of all staff

The RATC will promote equality for and diversity of all staff – with every member of staff using the same framework, having the same opportunities for learning and development open to them and having the same structured approach to learning, development and review. It will also ensure all training provided by NIAS or by external providers complies with relevant equality legislation.

Achieve Investor in People Award

Investor in People is driven by the Human Resources Controls Assurance Standard. It enforces good management practice by improving and formalising current working practices. It should integrate with and overarch the Knowledge and Skills Framework. The benefits of Investors in People include an internationally recognised and respected mark of good practice which provides a link between individual and organisational growth. It helps to ensure people's skills and capabilities are maximised which improves individual and organisational performance with an aim to embedding a culture of involvement, learning and development.

Support the development of the Training Team

The Trust will continue to support the development of the Training Team to ensure the capacity and the capability of training provision for the future. It will also ensure that all training, whether internal or external, will be provided by qualified, skilled, experienced and trained staff. Initiatives under consideration include:

- Driver Standards Agency approved Driving Instructor Award
- Certificate/Diploma in Education

Centralise NIAS Training Activity/Administration

All NIAS training activity/administration will be centralised within the RATC to ensure full and complete training and development records are maintained for each member of staff.

Introduce e-learning to the training environment

The RATC will research, develop and implement e-learning and e-testing tools to support the training function, particularly in terms of mandatory training requirements.

CORE CLINICAL TRAINING – NEW RECRUITS

Appendix 1 provides a summary table of the key Institute of Health Care Development (IHCD) Common Core Syllabus Training to be delivered to newly recruited Operational staff during this training period. The forecasted training numbers are based on the Workforce Supply Briefing Paper (Dec 2006), taking account of current vacancies, projected turnover, backfill for career progression and service developments. The training schedule has therefore been developed on forecasted numbers to train, and the following assumptions:

- (a) Successful selection and recruitment of the required numbers to train.
- (b) That a percentage of recruits to the Paramedic Trainee Programme will come from Ambulance Care Attendants, therefore creating a backfill requirement.

IHCD Ambulance Care Award (for Patient Care Services)

This Award is designed to develop and train students to become Ambulance Care Attendants. Each student will undertake a three-week Foundation Training Programme (IHCD Module A), a one-week Driver Training Programme (Module B), and a one-week programme of Service-specific training, which includes Nu-Track Wheelchair Restraint, Moving People, DTR, AED and Care and Responsibility Training.

IHCD Emergency Medical Technician Award

This Award is designed to develop and train students, either from the Patient Care Services tier, or as a direct entrant to the Service, to become Emergency Medical Technicians (EMT). Each student will undertake a two-week advanced Driver Training Programme (Module C), and nine weeks of clinical training (Modules D, E & F), plus Service-specific training. Thereafter, each student will undertake an operational trainee year, during which they will be formally assessed on a quarterly basis, prior to being certified by the IHCD as a fully trained EMT.

IHCD Paramedic

This Award is designed to develop and train students from the EMT tier of the Service to become Paramedics. Each student will undertake seven weeks of clinical training (Modules G, H & I) plus a four-week hospital placement.

IHCD Trainee Paramedic

The Trust intends to develop a Paramedic Trainee Programme, to go live with effect from October 2007.

MANDATORY / REFRESHER TRAINING

Appendix 2 provides a summary table of the mandatory IHCD refresher training for Paramedics, Emergency Medical Technicians and Ambulance Care Attendants, such as:

Paramedic Triennials

5 day refresher training every 3 years

Paramedic Annuals

Annual 1 day refresher training

Post Proficiency Training

Annual 3-day training for Paramedics and EMTs

Refresher PCS

Annual 1-day refresher training for PCS staff

PROFESSIONAL DEVELOPMENT

Appendix 3 provides a summary table of professional developments training courses to be delivered during the course of this plan, such as:

Digital Trunk Radio Training

To be delivered to all Operational staff in order to go fully live across Northern Ireland by end June 2007.

Automated Defibrillator Device (AED) Training

To be delivered to all Patient Care Services staff.

Care and Responsibility Training

All Operational receive initial Care and Responsibility Training, followed by Refresher Training. Accident and Emergency staff undertake a 3-day programme, while Patient Care Services staff undertake a 2-day programme.

IHCD Driving Instructor Training Programme

It is intended to train a further three IHCD Ambulance Trainers in the IHCD Driving Instructor Award.

First Aid Training for Control Staff

A three-day First Aid at Work Training Programme will be delivered to those Control Staff who are skilled in AMPDS and have yet to undertake this training. A one-day refresher training programme will also be delivered as required.

STATUTORY AND LEGISLATIVE TRAINING PROGRAMMES

Corporate Induction Programme

The Corporate Induction Programme will be available to all new staff joining the Service. It will include mandatory and local training and awareness and will link to the Knowledge and Skills Framework and relevant Post Outlines.

The programme will include areas such as:

- Terms and Conditions of Service
- Human Resources Key Policies and Procedures
- Manual Handling
- Fire Code
- Good Relations

Fire Officers - Refresher Training

A one hour session designed to update nominated Fire Officers within the Trust on relevant duties and responsibilities, in order to ensure awareness of the integral role in the management of fire safety.

The programme will include areas such as:

- Fire safety within designated area/department
- The function and importance of fire/smoke stop doors
- The importance of reporting defects

Manual Handling Awareness Training for Non-Operational Staff

The aim of the programme is to highlight responsibilities in relation to Manual Handling and outline the importance of safer handling in injury prevention.

The programme will include areas such as:

- Health and Safety at Work Order (NI) 1978
- Manual Handling Risk Assessment
- Manual Handling Operations Regulations 1992
- Policy Responsibilities
- The Human Spine – how it works and how to protect it
- Principles of safer moving loads

MANAGEMENT DEVELOPMENT / BEST PRACTICE PROGRAMMES

Selection and Recruitment

A programme designed to enable managers to participate effectively in the recruitment and selection process whilst adhering to employment legislation and relevant NIAS policies and procedures.

The programme will include areas such as:

- Selection and Recruitment procedures/legislation
- Shortlisting
- Developing Interview Questions
- Marking Schemes
- Interviewing Techniques/Skill Practice
- Decision-making Process

New Manager Induction Programme

A programme designed for staff newly appointed to management positions to provide an awareness and understanding of personnel and organisational policies and procedures.

The programme will include areas such as:

- Core values and management principles of the Trust
- Key Human Resources Policies and Procedures
- Conducting a Performance Development Review

Managing Complaints

A programme designed to develop skills to manage complaints/resolve complaints at source

The programme will include areas such as:

- Legislative requirements
- Seeing complaints in a positive context
- Structuring a report
- Building a rapport
- Getting the facts
- Taking action
- Finding solutions
- Resolution

Knowledge & Skills Framework - Performance Development Reviews

For Managers who are required to conduct Performance Development Reviews (PDRs) under the Knowledge and Skills Framework. The aim of the programme is to provide Managers with the necessary skills to conduct effective PDRs with their staff.

The programme will include areas such as:

- Preparation
- Documentation
- Purpose and benefits
- Setting objectives
- Effective review discussions

Continuous Professional Development - Knowledge and Skills Framework

A series of seminars will be delivered on a monthly basis. The aim of the seminars is to provide all staff with awareness and guidance on compiling a portfolio of evidence as an aid/support to Performance Development Reviews.

The seminars will include areas such as:

- What is Continuous Professional Development?
- What is evidence?
- How do I record evidence/information?

Equality, Diversity and Good Relations Training

During 2006/07 Accident & Emergency staff received training to equip them with the knowledge to mainstream equality and good relations in everyday business, during annual Post Proficiency Training. This training will be further rolled-out to all other existing groups of staff during 2007/09, and will be incorporated into the Corporate Induction Programme for new entrants to the Service.

The aim of the programme is to develop an organisational commitment to mainstreaming the principles and practices of equality, diversity and interdependence.

The programme will include areas such as:

- Equality Legislation and the values underpinning the Trusts' Joint Declaration of Protection
- Respect for Diversity
- Good Relations (Section 75 (2))

Employee Relations Awareness

A training-needs analysis will be carried out by the Employee Relations Manager in order to develop a comprehensive Employee Relations Training Programme which will be rolled out to Managers and staff throughout the Trust.

The programme will include areas such as:

- Harassment and Bullying
- Grievance
- Disciplinary

Sureskills Training

A series of I.T. and soft-skills training programmes, available for managers and administrative and clerical staff.

Further Developments

The Training Department will research, develop and deliver additional and/or new training programmes as required in order to meet the changing needs of the Service and regional and national requirements, and to support and develop its staff, particularly in terms of future outcomes from Performance Development Reviews.

Two major new initiatives currently underway are:

- The development of a Paramedic Trainee Programme (to be introduced in October 2007)
- The development of tertiary level education for Paramedics, linking with Higher Education Institutions

It will therefore be necessary to make amendments and/or additions to this plan as the above, and other, new initiatives reach implementation.

**NORTHERN IRELAND AMBULANCE SERVICE
HUMAN RESOURCES DEPARTMENT**

Appendix 1

Forecast Training Figures

<u>Core Clinical Training – New Recruits</u>		
<u>Training Event</u>	<u>Dates</u>	<u>No. of Students</u>
	<u>Year 1</u>	
Paramedic (Traditional) (1)	Apr 07	14
Paramedic (Traditional) (2)	Oct 07	24
Paramedic (Traditional) (3)	Jan 08	24
Paramedic In Training (1)	Oct 07	22
Paramedic In Training (2)	Feb 08	21
		Total: 105
	<u>Year 2</u>	
Paramedic In Training	TBC	TBC
EMT	May 07	23
		Total: 23
	<u>Year 1</u>	
ACA (1)	Apr 07	9
ACA (2)	Sept 07	18
ACA (3)	Oct 07	17
		Total: 44
	<u>Year 2</u>	
ACA	TBC	TBC

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Appendix 2

<u>Mandatory Refresher Training</u>		
<u>Training Event</u>	<u>Dates</u>	<u>No. of Students Planned</u>
Paramedic Triennials	<u>Year 1</u> Ongoing	115
Paramedic Triennials	<u>Year 2</u> Ongoing	115
Paramedic Annuals	<u>Year 1</u> Ongoing	241
Paramedic Annuals	<u>Year 2</u> Ongoing	241
EMT Quarterly Assessments	<u>Year 1</u> Ongoing	108
EMT Quarterly Assessments	<u>Year 2</u> Ongoing	TBC
A&E Post Proficiency	<u>Year 1</u> Sept 07 – Mar 08	689
A&E Post Proficiency	<u>Year 2</u> Sept 08 – Mar 09	TBC
Refresher PCS	<u>Year 1</u> Apr – Jun 2007	176
Refresher PCS	<u>Year 2</u> TBC	220

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HUMAN RESOURCES DEPARTMENT**

Appendix 3

<u>Professional Development</u>		
<u>Training Event</u>	<u>Dates</u>	<u>No. of Students Planned</u>
Digital Trunk Radio	Apr – Jun 07	All operational staff
AED	Apr – Jun 07	PCS Staff
PEPP (Under Review)	Delivered on completion of Paramedic Course	86
Care & Responsibility Training <ul style="list-style-type: none"> • Existing outstanding A&E staff (3 day course) • Existing outstanding PCS staff (2 day course) • Train the Trainer 	Rolling programme, dates TBC	80 105 3
IHCD Ambulance Driving Instructor Training	TBC	3
First Aid Training – Control Staff <ul style="list-style-type: none"> • Existing outstanding staff (3 day course) • Refresher (1 day course) 	TBC	20 45