

Older People's Forum Training & Mentoring Subgroup Recommendations July 2008

Introduction & Background

The Training & Mentoring Subgroup of the Older People's Forum, (participants are listed at the end of the report), held a workshop in November 2007 to identify the priority values, standards and ultimately content of a specific set of training programmes aimed primarily at the staff of Residential Units for Older People. These initiatives are intended to be focused on improving the quality of life and quality of care, for all residents. The report also recommends that all stakeholders, direct or otherwise, involved in the management and provision of care in these areas, participate in the training and development process in order to ensure a more holistic approach to service improvement.

Core Recommendations

Values

- Values/Model should be made explicit, defining a quality service for older people that allows for continuous improvement
- Valuing the service (Quality of Life in Residential Care)
- Commitment to empower/develop residents as and employees working in Residential Centres
- Revised Strategy for future development of older peoples services
- HSE Values should be reflected in all future programme designs

Standards

HIQA – Standards will set the benchmark in this area. Support to implement and achieve standards must be made available as early as possible. Achieving levels of compliance will require a robust implementation framework.

- that in the light of the Standards, education, practice development and training requirements to address *quality of life* criteria would receive equal attention with *quality of care*;
- A learning needs analysis should be conducted separately on the basis of a comprehensive analysis of requirements to meet the HIQA and other relevant Standards, such as those in preparation on End-of-Life Care. Particular attention should be paid to ensuring that training requirements specified explicitly in the Standards be incorporated in the analysis;
- that education, training and practice development for all personnel working in residential care for older people (public, private and voluntary) would be reviewed by the HSE in the light of the introduction of the HIQA Standards
- Standards of health safety & welfare for both clients and employees within the units must be maintained in line with the provisions of the appropriate legislation

Needs Analysis

The recommendations herein need to be scoped fully in the first phase of implementation. Research into best practice models, public, private, in Ireland and abroad, need to be considered as a matter of urgency.

- A gap analysis should take place to highlight areas of greatest need. Many of the recommendations of the Older People's Forum have their genesis centred around ensuring that all aspects of care and patient welfare are catered for, ensuring the highest levels of holistic support to improve every aspect of quality of life and dignity in a residential setting.
- That an audit of all relevant training currently being provided by training and other agencies be conducted. The audit should list all agencies engaged in training and it should also list the training courses being provided;
- Gaps in training and mentoring at local and national levels should then be identified on the basis of the audit and the training needs analysis;

Investment & Sustainability

Part of the challenge in designing, delivering and evaluating a training intervention to support improved levels of care, is to firstly recognise that training is only one part of this process which requires changed mindsets and approaches to leadership and commitment to service improvement. Investment in the programme with proper evaluation, coupled with the monitoring of standards and performance will yield results, if the appropriate structures are put in place to sustain momentum across all residential units for older people.

- adequate funding should be sought and provided to meet the education, training and practice development needs identified through the above process
- that the representatives of the Older Person's Forum Training and Mentoring Sub-group be asked to advise the HSE in the implementation of the above recommendations both now and into the future in terms of monitoring standards.
- Briefing and engagement sessions for all levels of employees and clients should form part of the improved governance structures within all Residential Units.

Implementation Tasks

There are a number of priority recommendations as follows;

1. A Learning Needs Analysis needs to take place, combined with a detailed consideration of the appropriate types of training initiatives already available. This exercise should include a detailed gap analysis in standards of employee training and development and the implications for the delivery of a quality service
2. A specification will need to be produced which highlights the specific nature, values and skill mix within the Residential Units. Areas such as People Management, Complaint Handling, Improving Quality of Life (Including End of life), Trust in Care and generally delivering on the highest standards of care will need to be included for all service managers.
3. The scoping of any planned initiative will require that adequate resources are put in place to deliver a set of quality programmes which reflect the recommendations of the Older People's Forum.

4. Learning objectives and evaluation criteria need to be specified and signed off by the Training & Mentoring Subgroup. Evaluation format should include client feedback.
5. A set of bespoke training programmes be commissioned to take on board the specific needs of employees and clients within the Residential Units for Older People's area.
6. An efficient system for recording training data must be kept at each service location. Further to this point a central database for analysing and planning future training needs would be a very valuable resource.
7. It is highly recommended taking on board the learning from sites which have previously achieved excellent standards and applying the learning to a number of identified sites which may be going through improvement programmes at present. (St. Mary's Hospital. Phoenix Park was referred to)

Needs Identification

<i>What is</i>	<i>Training Gap</i>	<i>What should be</i>
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In line with good practice models of needs analysis it will be imperative that the gaps in service provision and standards be identified by a combination of suitably competent professionals from both the service area and HR.

The process needs to identify gaps in performance at Organisational, Departmental and Individual levels. Within the HSE the recently introduced Performance Planning & Review (PPR) process could be used as an appropriate model to look at the process of implementation and monitoring of standards.

The needs analysis process should yield a set of priority requirements which should be phased in using the most suitably acceptable modes of delivery. A short, medium and long term implementation strategy should be produced which highlights the appropriate persons to take responsibility for managing the training.

Training Participants

The training & mentoring sub group highlighted the diverse groups of people who will require some form of training, both within the Unit and across the wider health services.

Internal to Service

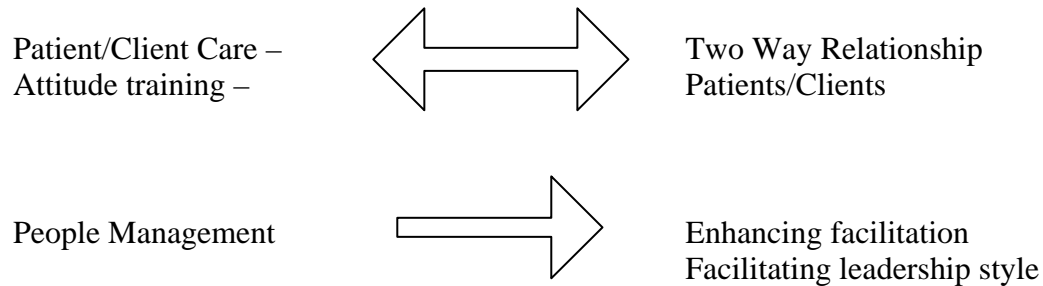
Managers, Volunteers, Care Staff, Board of Managers, Nursing, Therapy Grades
Medical Consultants, G.P.s Clients, Maintenance and Support grades

External Groups for Awareness sessions etc.

Acute Hospital Employees, PCCC Employees Society/Public Client's Families

Person Centred Approach to Care

Clear idea of model.



Potential Themes for Consideration in Programme design

- Evaluation/Audit of Services
- Quality of Care/Quality of Life – Understanding Older People
- Understanding self/others
- Ethic of Personal Excellence
- Policies/Procedures/Protocols
- Team Work
- Inter-agency/Inter-disciplinary as far as possible
- Consistence/Systematic Approach
- Audit Implementation
- Engaging older people as active participants.
- Recognition of Difference/Individuality

List of Participants/ Contributors of Older Persons Forum, Training & Mentoring Subgroup

Anne Harris	HSE	(Chair)
Avril Dooley	Age Action Ireland	
Bob Carroll	National Council on Ageing and Older People	
Caroline Whelan	Cheshire Ireland	
Declan Hynes	HSE	P&D
Libby Kinneen	HSE	OD&D
Margaret Feeney	HSE	
Maura Morgan	HSE	Disability Service
Michael Brophy	Irish Society for Quality & Healthcare	
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