

SEEDA NHS Programme Case Study

1. *Name of activity* **Basic Skills Awareness Raising for Line Managers**
2. *Source of information / more information from* Kim Hailstone, WBSN/ LEAP Project / kimhailstone@msn.com
3. *Date of information* 29 April 2005
4. *Client organisation* Isle of Wight NHS Healthcare Trust
5. *When it began* December 2004
6. *Where it happens* Education Centre, St Mary's Hospital, Newport, Isle of Wight (a 354-bed District General Hospital opened in 1991)
7. *How long it lasts (for participants)* Stand-alone 3 hour course
8. *Who participates* Supervisory and management level staff from various support and some clinical departments: occupational therapy, speech therapy, pharmacy, learning disability team, psychology and some general nursing areas.
9. *Who initiated it* The activity, contextualised from the City & Guilds 9285 course, was initiated by the LEAP project provider, Community Solutions. The project's lead tutor suggested to the Trust Training and Development staff that an awareness raising course be offered to as broad a range of 'people managers' as possible. The objective was to increase understanding of basic skills issues amongst 'managers of people' and within the Trust generally. A wide range of staff attended, including the Director of HR, four NHS trust training facilitators and five occupational therapists.
10. *How many times it has happened* Four times
11. *What its function is* This activity represents innovation from St Mary's. The IoW NHS Trust did not view this activity as linked to any area of compliance. No release time was allowed. Courses were therefore run in the evenings. Staff wishing to attend were required to do so strictly in their own time. The client organisation allowed the use of one of their training rooms. The project lead tutor co-ordinated these courses with the support of the organisation's Training and Development Department.
12. *Who its clients are* At St Mary's, the activity has been authorised by the trust's Associate Director of Training and Development. The hospital's Lifelong Learning Facilitator serves as point of contact for the LEAP Project's lead tutor. The activity relies on the support of line managers. It has been funded by SEEDA. It aims to change the behaviour of hospital managers in respect of their understanding and attitudes towards staff / patients who may have limited basic (i.e. literacy, English language and / or

numeracy) skills. It aims to benefit (i) line managers themselves, increasing their knowledge of the basic skills agenda; (ii) staff, enhancing their managers' understanding of their skills and learning requirements.

13. How it relates to the client organisation's business objectives

The provider (LEAP Project, Community Solutions) has not had access to any hospital or trust business strategy or action plan that may exist; has written indication from the client that the activity is partly aligned with St Mary's CHAI performance indicators.

14. How it relates to the client organisation's HRM systems and practices

The provider (LEAP Project, Community Solutions) sees the activity as aligned with the following client HRM systems and practices

Activity	Aligned	Recognised by client	Evidence of client recognition
Corporate induction	Partly	Yes	Written
Departmental induction	Partly	Yes	Written
Equality and Diversity	Partly	Yes	Oral
Team working	Partly	Yes	Written
Job-related training	Partly	Yes	None
Management, supervision	Partly	Yes	None
Continuous improvement	Partly	Yes	None
Communication	Partly	Yes	Written
Employee involvement	Partly	Yes	Written
Job challenge / autonomy	Partly	Not sure	None
Career development	Partly	Yes	None

15. What the activity consists of

Basic Skills awareness raising, contextualised from Unit 1 of the C&G 9295 Certificate. in Adult Learner Support including

- informal formative assessment (a reflective evaluation completed by participants and informally assessed by the trainer). Summative assessment was not employed (i.e the course did not result in any formal qualification or recorded action).
- group training in participants' own time
- post-course 1:1 mentoring for participants who requested it

16. How the activity is evaluated

Community Solutions evaluates **Basic Skills Awareness Raising for Line Managers** as follows.

- Response to the course from participants is evaluated by:
 - an evaluation sheet
- Gains from the activity for participants are evaluated by:
 - an evaluation sheet

St Mary's evaluates **Basic Skills Awareness Raising for Line Managers** as

follows.

1. Response to the course from participants is evaluated by:

- a Training and development Department review of the course evaluation sheet

Response to the course from the funder (SEEDA) is evaluated by:

- project reports produced by the project lead tutor (qualitative) and the project manager (quantitative) from Community Solutions, provided to SEEDA's NHS Basic Skills Programme Manager.
- discussion of value of the activity at steering group meetings attended by the (Community Solutions) project tutor, the St Mary's Education Manager and, on one occasion, SEEDA's NHS Basic Skills Programme Manager.

2. Gains from the activity for participants are evaluated by:

- a Training and development Department review of the course evaluation sheet and also by the Lifelong Learning Advisor informally asking some participants to identify any gains

3. Behavioural changes in participants, the organisation and its service users resulting from gains from the activity are not evaluated. Informal feedback from participants suggests that participation focussed their attention on communication issues, both written and oral, and approximately 25% would like to receive further training to enable them to provide mentoring support to staff who may have difficulties.

4. The impact of any behavioural changes on St Mary's is evaluated through Project reports to the Education Manager, including the lead tutor's analysis of the impact of the activity

17. The activity's cost

Community Solutions invested

<i>For</i>	<i>Practitioner hours</i>	<i>Admin hours</i>
<i>Activity development,</i>	8	16
<i>Activity delivery</i>	12	4
<i>Activity post-delivery</i>	10	1
Total	30	21

Other costs for Community Solutions included

<i>Item</i>	<i>% of total cost</i>
<i>Petrol</i>	2.8%
<i>Refreshments for participants (purchased by trainer)</i>	3%
<i>Paper, photocopying of course materials</i>	9%

St Mary's incurred no costs

18. Measuring outcomes Community Solutions have no financial targets (beyond working within the overall project budget) for this activity. The tutor is paid pro rata to a FTE from project funds, therefore Community Solutions measure the number of project participants as a Return On Investment against the cost of the activity and the target number of learning opportunities deliverable to the funder (SEEDA). Monthly and quarterly project reports (from the lead tutor to Community Solutions and SEEDA) consider the effectiveness of each activity against the project's objectives as stated in the original contract. The content of these reports is also discussed with the Education Manager at St. Mary's NHS Trust, in meetings between her and the project's lead tutor. This aspect of outcome measurement is informal.

St Mary's relies on the opinion of the project tutor as to the value of each activity attempted via the LEAP project. They elicit this opinion via project reports and informal meetings between Training and Development staff and the project tutor.

19. Return on investment Community Solutions measures Return on Investment through Quarterly calculation of the spend on tutor time against progress towards the project's SEEDA target numbers of learning opportunities

St Mary's did not invest in this activity. They have no method to calculate Return on Investment for external non-medical training.

SEEDA (the activity's funder) calculates Return on Investment in terms of participation (learning opportunities delivered against funding)

Note: This activity was trialled as part of the LEAP project. The costs for piloting **Basic Skills Awareness Raising for Line Managers** were minimised by two factors:

- the availability of a qualified tutor (the project's lead tutor) to develop and deliver the training
- the willingness of participants to attend in their own time

The activity attracted appropriate participant numbers from its target group (managers of people) and was positively evaluated by participants as enjoyable, worthwhile, informative and relevant. The project had capacity to deliver 200 3-30 hour learning opportunities, this 3 hour learning activity was delivered to 36 Trust staff (18 % of the project's capacity) The project tutor identifies the following reasons for the activity's not continuing

- client organisation unwilling to commit any resources to it
- limited project capacity
- imperative to support client-organisation participants in NVQ achievement

Lack of project capacity to support both NVQ achievement activity and **Basic Skills Awareness Raising for Line Managers** required the project tutor to prioritise project activity. NVQ learning support was deemed more aligned with the client organisation's business objectives, and therefore more sustainable