

The positive impact staff training can have on care organisations

Introduction



"with the volume and scale of change in social care over the last twenty years many people feel anxious and threatened by the change. Therefore a successful organisation is an organisation that has learning at its core. That learning should be about change and growth."

Harwoth. 2005

Staff training is sometimes viewed simply as a compliance issue but, applied correctly, effective staff training can have numerous positive effects above and beyond this. Maintaining compliance is a huge task that weighs heavily on any care manager or owner. Even though a inspector from the Care Quality Commission (CQC) may want to look at your staff training in isolation, your staff's individual abilities and performance has a direct impact on the care provided and therefore impacts on all of the fundamental standards. Of equal importance perhaps, is the fact that the staff training can also have considerable positive affect on business performance.

This white paper will look at some of the hurdles when trying to create a workforce development plan for staff which is aligned to your business objectives and it will suggest how some of those hurdles can be overcome.

Providing the best possible care is much more than ticking boxes to please a CQC or local authority inspector. Productive, empowered staff can help your business and reduce the likelihood of accidents, injuries or litigation. We will explore the various areas that are affected by training and developing care staff, in order to identify ways in which you can promote and grow your business by harnessing the potential within your team through training.

Staff satisfaction and retention



In order to offer the correct level of care, you will require a team of staff around you to support and engage with the service users. The team, and the individuals within that team, will have their own patterns of behaviour and unique approach to care and these need to be fine tuned and brought in line with the organisation's standards. This process will reflect outwardly to your prospective clients and affect customer attraction.

It is important to recognise that if at any point you fail to safeguard those in your charge, both you and the organisation may be liable for litigation. In addition to the financial ramifications of legal action, this will have a very negative impact on the company image. Staff with very little experience, or those with a poor approach to care giving, will require more of your time through supervision and more resources in order for them to perform, when your time could be spent better in other areas.

Recent “sandwich generation survey” carried out by the CQC found that 97% of people choosing a care home for their elderly family members thought that well trained staff was a major factor and influence in getting home care for their loved one and 100% thought that was a major factor when looking for residential care.

Additionally, as well as impacting on the user experience, 40% of employees who receive poor job training leave their positions within the first year. They cite the lack of skills training and development as the principal reason for moving on, which means that the time and resources invested in that individual are not giving you a return and you will have to re-invest in a replacement member of staff.



The Care Sector is suffering from weak and inconsistent training. Young people are not attracted to the industry, which is a concern for recruiting the next generation of Care Workers. (Kingsmill, 2014).

Over 41% of Care Workers do not receive specialised training to help deal with their client's specific medical needs, such as dementia and stroke-related conditions. (Kingsmill, 2014).

Too often training can be planned on an ad hoc basis, rushed and completed so that the relevant paperwork is created, ready for the next inspection. Rotas may be set and training rooms booked and only partly filled with reluctant staff on their ‘day off’, before any of the

above issues have been explored. The creation of a workforce development plan is logical and sensible but this will raise lots of practical questions about its effect on both staff and on the business as a whole;

Key Issues



- How do you improve your staff's work ethics, morale and motivation?
- How do you reduce staff turnover and increase retention levels?
- How do you reduce the risks of accidents?
- If you invest in training, what will be your return on investment?
- How do you create an audit trail and record your return on investment?
- How does the level of care offered internally affect the external perception of the organisation?

Practical questions about training



- How can the time be found for training?
- How can your staff be removed from the care floor but still maintain the care at the same time?
- Can the budget extend to cover both the training itself and the hours that your staff spend completing the training?
- Where can you access the best and most appropriate training?
- Will the training come to you or will your staff be required to travel to an external site?
- Does the training stipulate the time scale or will it be flexible and fit around your daily rotas?
- What courses do the staff team actually need to cover?
- Will the workforce development plan cover the mandatory courses?
- What are the mandatory courses?
- What training will allow your staff to work more autonomously and with less supervision?
- What are the best learning styles for each of your staff as individuals?

Considerations



Having considered all the issues and practical questions, you may feel it is difficult to come up with a relevant training solution that will fulfil your needs.

A planned approach to staff training can have a number of benefits. Training should make your staff feel valued and open their minds to a career in care through personal and professional development. A training system should enable your staff to continue with their care duties and allow you to train any number of staff, whether you have a

new starter who needs to be inducted, or a team that need to refresh their training.

In an ideal world, training would be streamlined so that it was accessible, flexible and supported your person centred approach. It would not only save you time and money but also empower your staff so that they boost your business in numerous ways. It is important also to remember that the financial stability of your organisation is an industry requirement.

CQC Outcome 26: Financial position – People can be confident that the provider has the financial resources needed to provide safe and appropriate services

Training should be adapted to fit your staff rotas and individual staff behaviours and moulded around the group maturity of your staff. A training system should be able to offer a large

range of courses accessible 24/7, to cover all the core subjects and also deliver value added training geared around your service users, because surely they are the focus.

Conclusion



Training has to fit in around both the needs, dignity and wellbeing of those that rely on your care and the expectations and aspirations of your staff. Training and developing the staff team will help you to achieve a safe productive environment. If the staff are given the correct tools and empowered to problem solve, there will be a rise in morale and motivation. Work ethic will improve and, as a result, so will the level of care offered.

Well trained staff will be more aware within the work place and will identify areas of risk and therefore reduce the likelihood of accidents. Individual members of staff are more likely to dedicate themselves to a friendly safe

working environment, have a greater sense of job satisfaction and therefore staff retention levels will improve. Dedicated and attentive staff will create a greater audit trail and drive innovative ideas throughout the business. A combination of these factors will have a direct result on users of your service, customer satisfaction will improve and this will directly affect the marketability of the entire organisation. When your workforce is efficient, you will be able to achieve an excellent return on investment and this will also allow you time to review your organisational objectives.

Figure 1.1 Factors surrounding a Learning and Development Plan.



It is clear to see that training can have a positive impact on a care organisation. Due to the high importance of learning and development this process needs to be planned effectively. Training has to be harmonious to the care environment. However, legislation states that not only does training have to be completed, it has to be done in a way that will allow the care supplied to be maintained and the welfare of your clients tended to at all times. It is easier to source flexible training than it is to expect your staff to be flexible above and beyond their normal responsibilities. The training should fit around your care rota rather than the other way around and the length of time spent training is a key factor.

Figure 1.1 suggests that a review of your organisation would produce a list of the training that is required, based on all the key areas rather than just legislation or compliance. Once the list of courses required has been identified, a decision has to be made as to where the training will come from. There are lots of delivery styles and providers. Your learning and development plan should allow for delivery styles to be matched to your staff requirements so that you can utilise the most effective (and therefore highest return on investment) learning style for your staff team. Even "free" training often has a cost implication, for example travel expenses to get your staff to a certain training room or wages to cover the time spent training.

There is a solution to your training requirements...

Sponsorship

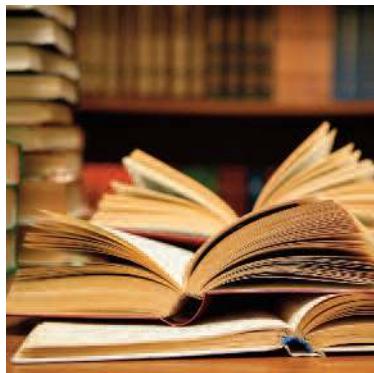


This white paper has been sponsored by Redcrier Training Solutions, who have supported the care industry with accredited training systems for 16 years. Redcrier is currently one of the largest independent training suppliers within England and Wales. Driven by family values, the organisation uses a holistic view of the care setting to analyse the challenges that a care manager faces in order to complete staff training. Currently working alongside thousands of care settings through England and Wales, Redcrier Training Solutions understand that no

two care settings are the same. By appreciating the diverse nature of the industry and with years of extensive research to draw on, Redcrier can design bespoke workforce development plans to help you meet organisational objectives and utilise training packages that offer the best solution. Redcrier will work with you so that the return on investment from training your staff will strengthen the business model, will give you cost assurance, high standards of training and, most importantly, improvements in care provision.

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