

The Village Residence	<b>POLICY NO:</b>	
	Date reviewed	August 2014, August 2017, October 2021, Sept 2023
	Page 1 of 19	
<b>Policy on Training and Development</b>		

<b>Policy on Training and Development</b>	
<b>Developed by: Drogheda Services for Older People.</b>	<b>Date Developed: August 2014, 2017, 2021, Sept 2023., Sept 2023</b>
<b>Developed By: Nursing Department.</b>	<b>Date Approved: August 2014, 2017, 2021, Sept 2023</b>
<b>Implementation Date: April 2009</b>	<b>Review Date: September 2026.</b>
<b>Policy Reference Number: DSOP</b>	<b>No. of Pages: 14</b>
<b>Status of the Policy: Final</b>	

The Village Residence	POLICY NO:	
	Date reviewed	August 2014, August 2017, October 2021, Sept 2023
	Page 2 of 19	
Policy on Training and Development		

## Policy on Staff Training and Development.

### 1.0 Policy Statement:

The Health Services People Strategy 2019-2024 sets out the future direction of our people services across the healthcare system. The vision of the strategy is to create an exceptional employee experience that engages the talent and nurtures the leadership capability of all individuals and teams working together to deliver safer better healthcare. Priority 3 sets out the need to develop a culture that prioritises learning and development to ensure we have the capability and capacity at individual and team levels to confidently deliver person centred care, problem solve and innovate. This approach is reflected in Sláintecare which requires building organisational capacity, enhancing leadership accountability and building a sustainable, resilient workforce that is supported and enabled to deliver the Sláintecare vision.

The HSE is currently undergoing major changes in its organizational structures and as an organization it is being asked to do things differently. Staff & Managers are being asked to do more with less, maintain services while staff numbers and budgets are being reduced. Managers are under a lot of pressure to manage that change and to work with their staff in managing the various changes in their services. In this difficult time the organization is trying to maintain services and trying to ensure the commitment of the staff & managers. In order for this to happen the organization has to support the development of the competencies of its staff & managers. It is vital that they are supported in their development in order that they can make these changes and eventually improve on the services delivered to our customers/clients.

### Relevant Legislation/ Policy/ Regulations:

- CORU Continuing Professional Standards and Requirements (for HSCP's)
- CORU Health & Social Care Professionals Act (2005)

The Village Residence	POLICY NO:	
	Date reviewed	August 2014, August 2017, October 2021, Sept 2023
	Page 3 of 19	
<b>Policy on Training and Development</b>		

- Health Services People Strategy 2019-2024
- HIQA Safer Better Health Care Standards (2012)
- HSE Formal Academic Study Policy
- HSE Framework for Improving Quality in our Health Service
- HSE HR Circular 020/2014 Sponsorship of Nursing/Midwifery Third Level Education

#### Initiatives

- HSE Induction Guidelines and Checklists
- HSE Policy on Statutory Occupational Safety and Health Training (2016)
- HSE Terms & Conditions of Employment (2017)
- Medical Council Professional Standards
- National Service Plan 2021
- Nursing & Midwifery Board of Ireland (NMBI) Practice Standards
- Sláintecare Implementation Strategy 2018..

#### Learning in the Health Service:

A culture of life-long learning and development is nurtured in the HSE to ensure all employees are working to deliver safer better healthcare for service users. A core principle of learning in the HSE is adopting a blended approach utilising the 70:20:10 model. The 70:20:10 model recognises that 70% of learning comes from experiences from ‘on the job’ learning to include new roles and experiences along with reflective practice, 20% comes from exposure to others and exchange (i.e. coaching, shadowing, mentoring, site visits to other services, placements and secondments along

The Village Residence	POLICY NO:	
	Date reviewed	August 2014, August 2017, October 2021, Sept 2023
	Page 4 of 19	
Policy on Training and Development		

with feedback from line managers) and 10% through education such as formal training programmes to include in-service training, e-learning, conferences and academic programmes. Development opportunities are supported through personal development planning. Opportunities for sharing learning include: the Share Centre and Professional Development Hubs on HSELand; LENUS: the HSE's repository for health services' Academic Research Projects and Dissertations; submissions to Conferences, Health Services Excellence/Other Award programmes, Health Matters/HSE newsletters or publications, Social Media, Facebook, Twitter, etc.

There are a variety of training and development opportunities available across clinical and non-clinical areas in the HSE.

**Employee Resource Pack (See Employee Hand book on each Site).**

The Employee Resource Pack is designed to assist with the induction process and comprises the following documents:

1. **Employee Handbook** - The purpose of the handbook is to outline for new staff the structures of the HSE, to guide new staff on employment policies, learning and development opportunities and to help new staff to understand what the HSE expects from new Staff and what new staff can expect from the HSE.
2. **Induction Guidelines & Checklists**- These guidelines provide the employer and the employee with detailed and relevant information on the Induction process. Roles and responsibilities are clearly defined. Timeframes for the completion of each stage of induction are set out in the supporting documentation. The checklists have been designed for all stages of the Induction process. They are designed to give employees and their Line Managers a guide to a logical and comprehensive procedure. The checklists also provide the employer with a record of the employee's induction

The Village Residence	<b>POLICY NO:</b>	
	Date reviewed	August 2014, August 2017, October 2021, Sept 2023
	Page 5 of 19	
<b>Policy on Training and Development</b>		

Induction is a process by which employees are received and welcomed to the organisation. It is a method of formally introducing the employee to their work location and colleagues. A clear understanding of their job, role and responsibilities and the mission and values of the wider organisation will be provided. An effective Induction process will ensure that the employee is supported in achieving expected performance levels. It will also ensure that the new employee is aware of the importance of team-working within the HSE and their role within the team.

### **Mandatory Training within the Centre.**

The following sections set out the training requirements and recommended frequency governing this centre within the regulated sector as set out in regulations.

<b>Mandatory Training Requirement</b>	<b>Level</b>	<b>Frequency</b>	<b>Legislative Framework (Regulations &amp; Minimum Standards) (Associated Guidance) Circulars</b>
<b>An awareness of the following areas should be covered during induction pending attendance at training sessions:</b>	Awareness training for care staff with Specific Training in responding to responding to allegations of abuse under Trust in Care- nurses in charge of the home	Two yearly	Trust in Care  Care and Welfare Regulations 2013

The Village Residence	<b>POLICY NO:</b>	
	Date reviewed	August 2014, August 2017, October 2021, Sept 2023
	Page 6 of 19	
<b>Policy on Training and Development</b>		

<b>Protection of Vulnerable Adults</b>			
<b>Moving and Handling</b>	All staff	Two Yearly	Health and Safety Act and Care and Welfare Regulations.
<b>Restrictive practice training</b>	All Staff	Every three years	Guidance on promoting a care environment that is free from restrictive practice.
<b>End of Life care</b>	All staff	Every three years	Guidance on dementia care for designated centre for residents
<b>Infection Prevention and Control</b>	All Staff  General awareness for all staff (non-care, volunteers and care staff)  Enhanced training for Nursing staff	On induction and 2 yearly update with supplement training e.g. DVD/e-learning in between.  Further additional training should be based on need, risk assessment or/ or subsequent to infectious outbreak	Infection Control Policies  Care and Welfare Regulations
<b>Fire Safety - all staff</b>	Appreciation of fire safety	At start of employment in	

The Village Residence	POLICY NO:	
	Date reviewed	August 2014, August 2017, October 2021, Sept 2023
	Page 7 of 19	
Policy on Training and Development		

	principles and understanding of specific policies and procedures relating to Home	Home and yearly	
<b>Medication</b>	Registered manager and staff managing medicines	On induction and at least once every three years thereafter or if an incident occurs with individual nursing staff	Irish Nursing and Midwifery Board  Care and Welfare Regulations 2013
<b>Practice Fire Drills - All Staff</b>	Understanding and competent to take part in evacuation in line with evacuation policy of the home.	Minimum every year based upon risk assessment	
<b>Food Hygiene</b>	Staff who prepare and handle food.	Every three years	FSAI Standards for those working in the catering Industry  Schedule 5 Regulations of the

The Village Residence	<b>POLICY NO:</b>	
	Date reviewed	August 2014, August 2017, October 2021, Sept 2023
	Page 8 of 19	
<b>Policy on Training and Development</b>		

			Care and Welfare of Older People 2013.
<b>CPR use of AED</b>	All staff	Refresher Training every nine months recommended	Irish Heart Foundation
<b>Understanding Dementia and Associated Behaviours</b>	All Staff  Enhanced training for Nursing staff	Two Yearly	

### **Performance Management in the HSE**

Performance Management is a process that brings together many people management practices including learning and development. It is a process which contributes to the effective management of individuals and teams in order to achieve improved levels of individual and organisational performance and development. Performance management is about establishing a culture where individuals and teams take responsibility for continuous improvement of service delivery and of their own skills, behaviour and contributions.

The HSE has introduced a formal Performance Management System in fulfilment of the terms of the Public Service Agreement.

A Guidance Document on the Performance Management System has been developed. This document contains background information on Performance Management, guidance for managers and individuals and related forms

### **Leadership and Management Development**

The function of the Leadership and Management Development Unit is to help enhance the performance of Integrated Services at organisational, team and individual levels by



The Village Residence	POLICY NO:	
	Date reviewed	August 2014, August 2017, October 2021, Sept 2023
	Page 9 of 19	
Policy on Training and Development		

(i) promoting a sustainable “HSE way” of leading and managing people, which is aligned with the organisation’s goals and which allows for local adjustment.

(ii) supporting and developing the organisation’s current leaders and by growing future leaders.

This involves bringing a measure of standardisation at Area level to delivery, evaluation and quantification/prioritisation of the managerial corps, improving take-up among all managers throughout their careers, of programmes and other developmental supports available

[HSELand.ie](http://HSELand.ie) is an online learning portal developed and run by the Health Service Executive. [HSELand.ie](http://HSELand.ie) provides courses and learning resources for Healthcare workers in both the hospital and community health settings. Access to HSELand.ie is available over the internet, on a secure site.

**It is available to all Healthcare staff WORKING WITHIN THIS Centre. Access to the HSELand.ie can be obtained through a personalised username and password which can be obtained from the Secretary of the Director of Nursing.).**

HSELand hosts a mix of generic e-learning programmes and bespoke programmes developed internally with the help of HSE subject matter experts. There are currently 52 e-learning programmes hosted on HSELand. **See below for example of page from web site**

***Welcome to HSELand.ie, HSE's online resource for Learning and Development.***

*HSELand contains online learning programmes, resources, assessment & planning tools, to support you in your current job role and with your personal and professional development. Your skill and dedication is what really makes the difference.*

- **Forgotten your password?**
- **Register here if it's your first visit.**

Username:

The Village Residence	POLICY NO:	
	Date reviewed	August 2014, August 2017, October 2021, Sept 2023
	Page 10 of 19	
Policy on Training and Development		

Password:



The on-line learning forum is available to **staff at all levels** and can provide learning opportunities to people no matter what their location. HSELand will allow you to

- Assess your current skill base
- Plan a learning programme for yourself
- Learn from the ever increasing number of courses available, many of which were written specifically for Irish healthcare practitioners
- Share knowledge and skills with others, to get a project done, or simply to learn new skills

## Regional Centre of Nursing and Midwifery Education, Ardee

### Mission Statement

The Education team of the Regional Centre for Nursing & Midwifery Education, HSE, Dublin North East is committed to the development and delivery of education programmes for Registered Nurses and Midwives, to support service delivery. Our programmes support the ongoing maintenance of clinical competence and promote the delivery of evidence based person centred care. In addition, we are committed to supporting and advancing the learning needs of all other service personnel within the context of contemporary health care.

**The Objectives of the Centre are to:**

The Village Residence	POLICY NO:	
	Date reviewed	August 2014, August 2017, October 2021, Sept 2023
	Page 11 of 19	
Policy on Training and Development		

1. Develop nurses/midwives and healthcare professional's capacity for independent critical thinking and lifelong learning in response to service needs.
2. Provide educational programmes in line with the National Framework of Qualification that lead to personal and professional growth, development and competence in practical and technical skills in the nursing management and care of patients.
3. Make a contribution to the knowledge and skills of healthcare professional which in turn has a positive influence in the economic and social health of society in general and of the HSE region served by the Centre.
4. Collaborate and co-operate with other professional bodies in achieving the objectives of the Centre.
5. Provide the highest quality of standards in education and training that is evidence based and supports best practice.

**Location:**

The Regional Centre for Nursing and Midwifery Education (CNME) is based in the Mellifont unit on the grounds of St. Bridget's Complex Ardee and has a satellite base on the grounds of St Davnet's Complex Monaghan. The Centre has access on planned basis to education facilities in the Regional Education Centre, Ardee, Our Lady of Lourdes Hospital Drogheda and Cavan General Hospital.

**Contact Us:**

**Regional Centre for Nursing and Midwifery Education,  
St. Brigids Complex, Ardee, Co Louth**

Name	Centre	Contact Details	Email Address
Marian Crosby	Mellifont unit, St. Brigid's complex, Ardee, Co. Louth	Phone: 041 6850679  Fax: 041 6850669	marian.crosby@hse.ie

The Village Residence	POLICY NO:	
	Date reviewed	August 2014, August 2017, October 2021, Sept 2023
	Page 12 of 19	
Policy on Training and Development		

Regional Centre for Nursing and Midwifery Education,  
St. Brigids Complex, Ardee, Co Louth

Name	Centre	Contact Details	Email Address
Eileen Mullen	Centre for Nursing * Midwifery Education, St. Davnet's Complex, Monaghan	Phone: 047 77514  Fax: 047 81615	eileen.mullan@hse.ie

### Governance:

The Regional Centre for Nursing and Midwifery Education is under the opus of the Office of the Nursing and Midwifery Services Director. It is managed by the Director and overseen by a Board of Management. The role of the Board of Management is to oversee the strategic planning function and planned development of educational, training and professional development programmes for the region's Nursing and Midwifery, Health and Social Care and Allied Health Professionals.

### Dementia Education Programme

The HSE National Dementia Education Programme have developed resources for nurses and other healthcare staff who care for people with dementia. The resources are all evidence based and ensure that services are underpinned by a person centred model. This approach can be taken in the home, community based care or a hospital setting.

### Resources for Nurses and Healthcare Staff

National Dementia Education programmes in Ireland, spanning all care groups and areas of work, will now ensure that a dementia service is underpinned by a person centred model. Following recent research and reports into dementia care these resources have been developed using the

The Village Residence	POLICY NO:	
	Date reviewed	August 2014, August 2017, October 2021, Sept 2023
	Page 13 of 19	
Policy on Training and Development		

evidence base in this area and at all times ensuring that the services are underpinned by a person centred model. This approach can be taken in all care settings, whether in the home, community based care or a hospital setting.

[Dementia E-learning module](#)

[Home Help Booklet.pdf \(size 5.3 MB\)](#)

[A Guiding Framework for Education and Awareness in the Development of Person Centred Demential Care.pdf \(size 3.4 MB\)](#)

[Delirium Poster.pdf \(size 207.1 KB\)](#)

[Delirium Leaflet.pdf \(size 161.4 KB\)](#)

[Characteristics table.pdf \(size 68.8 KB\)](#)

## Library and Knowledge Services

Library services are available to all HSE personnel and are easily accessible. The library website - [www.hselibrary.ie](http://www.hselibrary.ie) - is developed and maintained by a team of librarians across the HSE.

Resources available include e-journals, e-books, databases, clinical practice guidelines, patient handouts, and much more.

Subject areas include medicine and surgery, nursing and midwifery, mental health, allied health and social care, health service administration and management.

Resources may be accesed 24/7 via any Internet-enabled computer.

To register for a personal username and password, go to [www.hselibrary.ie](http://www.hselibrary.ie) and click on the "Set Up My Athens Account" link on the homepage of your local library service. You'll need your HSE personnel number and an email address to complete the online registration.

The Village Residence	POLICY NO:	
	Date reviewed	August 2014, August 2017, October 2021, Sept 2023
	Page 14 of 19	
Policy on Training and Development		

## Services Available

### Clinical Queries

Our librarians are expertly trained in locating best quality health information. We can carry out a search for you, or recommend how best to find the information yourself. Click on the [Clinical Queries](#) tab to submit a question to your local library service.

### Training

We provide training on the use of all resources available on [www.hselibrary.ie](http://www.hselibrary.ie), as well as a range of printed help sheets, tutorials and user guides. Contact [your local library service](#) for assistance in getting the most out of the resoruces available to you.

### Keeping Up To Date

Keeping up to date with new developments in the health sciences can be a daunting and time-consuming task, but it doesn't need to be. Contact [your local HSE library service](#) to find a range of current awareness options to help keep you appraised of the latest developments in your discipline.

### Other Services

Other services include book and multimedia loans, document supply (reprints of journal articles etc. not available online), IT access facilities, and more.

**HSE Library North East. Contact Library in Our Lady of Lourdes or Marion Crosby in Ardee Education Centre.**

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The Village Residence	POLICY NO:	
	Date reviewed	August 2014, August 2017, October 2021, Sept 2023
	Page 15 of 19	
Policy on Training and Development		

Username

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- [Set up MyAthens Account](#)
- [I've forgotten MyAthens password](#)
- [MyAthens account has expired](#)

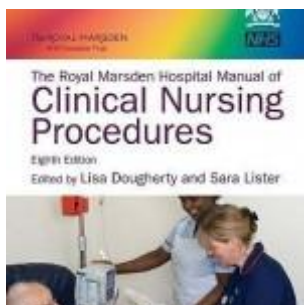
### Helpsheets, Tutorials, Documents

- [Cinahl user guide \(1.0 MiB, 2,567 hits\)](#)
- [Etoc journal alert form \(31.5 KiB, 2,132 hits\)](#)
- [Journal article request form \(44.0 KiB, 2,240 hits\)](#)
- [Library Registration Form \(33.0 KiB, 2,097 hits\)](#)
- [New Book for the library \(32.0 KiB, 2,041 hits\)](#)

### hselibrary.ie/NorthEast. Resources Available



The Village Residence	POLICY NO:	
	Date reviewed	August 2014, August 2017, October 2021, Sept 2023
	Page 16 of 19	
Policy on Training and Development		



Access to the Royal Marsden Manual of Clinical Nursing Procedures is now available [here](#)

Please select from the resources in the panel below or login to **Athens** on the left hand side of this page with your username and password.

If you do not have a username and password then register for one under the Athens login box on the left hand side of this page.

### [HSE NORTH EAST LIBRARY BOOK CATALOGUE](#)

Have a look at our Online Library Catalogue which gives access to all the books and reports held in HSE libraries in Louth, Cavan, Meath and Monaghan. Contact your local library for books of interest to you.

**Online Information Resources, available at <http://www.hse.ie/eng/staff/Resources/>.**

This area of the site gives access to a range of online information resources for HSE employees and other healthcare workers. Choose from the options below to read more.

[Change Management Resources](#)

[Consultant Staffing Statistics](#)

[Employee Resource Pack](#)



The Village Residence	POLICY NO:	
	Date reviewed	August 2014, August 2017, October 2021, Sept 2023
	Page 17 of 19	
Policy on Training and Development		

[Employment Legislation Guidelines](#)

[Employment Reports](#)

[Social Media](#)

[Ethics in Public Office](#)

[Financial Regulations](#)

[HR Agreements](#)

[HR Circulars](#)

[HR Forms](#)

[HR Policies and Procedures](#)

[HR Strategies and Reports](#)

[Key IR Documents](#)

[Library](#)

[People Management the Legal Framework](#)

[Performance Management](#)

[Terms and Conditions of Employment](#)

***Clinical Supervision Nursing HSE DNE (North East) Steering Group***

The Village Residence	POLICY NO:	
	Date reviewed	August 2014, August 2017, October 2021, Sept 2023
	Page 18 of 19	
Policy on Training and Development		

## Background

HSE North East Directors of Nursing (DoN) and the NMPD have agreed to develop a framework for the introduction of clinical supervision across nursing and midwifery teams. Clinical supervision is recognised as a model of using reflective practice and shared experience in continuous professional development (CPD) for nursing and midwifery both. It is also recognised as a means of supporting professional practice and multi-disciplinary working (Mental Health Commission 2006).

The DoNs have agreed that there is a requirement to design, develop and implement a Framework for the introduction of Clinical Supervision for nurses and midwives in the north east. This will be structured as a two year project.

## Role of the North East Nursing and Midwifery Clinical Supervision Steering Committee

The role of the **North East Nursing and Midwifery Clinical Supervision** Steering Committee is as follows:

- Ensures project is aligned with organizational strategy.
- Ensures project is aligned to the professional obligations and standards of Nursing and Midwifery.
- Provide advice, direction and guidance to the Project Lead.
- Assist with resolving strategic level issues and risks.
- Assess project progress and report on project to senior management and higher authorities.
- Use influence and authority to assist the project in achieving its outcomes.
- Review and approve final project deliverables.

The Village Residence	<b>POLICY NO:</b>	
	<b>Date reviewed</b>	August 2014, August 2017, October 2021, Sept 2023
	Page 19 of 19	
<b>Policy on Training and Development</b>		