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THIS POLICY IS FOR:	All Staff including Agency Workers (temporary workers), Commissioners and Service Users

## TRAINING

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# TRAINING POLICY

## POLICY AIMS

The Aim of this policy is to ensure that the Nursing Direct as an organisation facilitate the process of training and development across Nursing Direct staff including Agency Workers so that they understand the importance of training, in the context of service delivery, in line with best industry practice to deliver their services professionally and efficiently.

Alongside the above aim, the policy aims to meet the regulatory standards through Key Lines of Enquiry/Quality Statements as outlined by the Care Quality Commission (CQC) when operating its care practice and deliver its services guaranteeing the service users receive compassionate and high-quality care, in line with industry best standards.

## 1. PURPOSE

- 1.1 To formalise the training needs of Nursing Direct based on regulatory requirements and service needs to substantiate the training matrix, in line with the industry standards and best practices.
  - 1.2 To identify the role specific training needs of Nursing Directs staff including Agency Workers as per the packages of care that they work on depending on service users' needs.
  - 1.3 To provide training opportunities and support for enhancing knowledge and skills of staff including Agency Workers to improve their capacity so that they deliver effective and quality care services to the service users of Nursing Direct.
  - 1.4 To identify staff including Agency Worker performance issues in order to improve staff including Agency Workers' professional development and support them so that their efficiency and productivity is increased, therefore improving service provision standards.
  - 1.5 Ensure that Nursing Direct outline a detailed framework/ training matrix for annual planning and reviewing at various stages of all staff including Agency Workers journey through supervisions and annual appraisals, in order to develop a learning culture within Nursing Direct. The framework includes:
    - Induction
    - Mandatory training
    - Refresher training
    - Specialist training
    - Vocational training
- This provides all staff including Agency Workers with the confidence to have a learning culture with skills, knowledge and behaviours that are required to provide compassionate, safe, and high-quality care and support to their service users.
- 1.6 To support Nursing Direct to meet the Key Lines of Enquiry/Quality Statements of Safe and Effective through ensuring that service users' needs and choices are assessed, care, treatment and support is delivered in line with current legislation, standards, and evidence-based guidance to achieve effective outcomes:
    - Ensuring staff including Agency Workers have the required skills, knowledge, and experience to deliver effective care and support.
    - Ensuring that Nursing Direct has safe processes for recruiting and allocating sufficient Numbers of trained and suitable staff including Agency Workers to support the service users to stay safe meeting their needs.
  - 1.7 To meet the legal requirements of the regulated activities that Nursing Direct is registered to provide:
    - Health and Care Act 2022
    - The Care Act 2014
    - The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014

## 2. SCOPE

- 2.1 The following roles may be affected by this policy:
  - All staff including Agency Workers
  - Registered Manager
- 2.2 The following Service Users may be affected by this policy:
  - All Service Users of Nursing Direct
- 2.3 The following stakeholders may be affected by this policy:
  - Families/Next of Kin
  - Advocates/Representatives
  - Commissioners
  - Local Authorities
  - NHS/ICB/CCG
  - External health care professionals

## 3. OBJECTIVES

- 3.1 To ensure:
  - All staff including Agency Workers of Nursing Direct are in possession of the knowledge, skills, and experience necessary to perform their jobs to the required standards outlined by Nursing Direct, meeting Service Users expectations.
  - Nursing Direct are complying with the relevant regulatory aspects for their staff including Agency Workers in respect of training.
  - Nursing Direct are clear about the importance of training in delivering high quality care services to their service users.

## 4. POLICY

- 4.1 Nursing Direct believe that continuous improvement of its services is dependent upon the continuous development of the skills of its workforce. Nursing Direct will therefore review and plan for that continuous development in line with regulatory as well as best industry standards.
- 4.2 Nursing Direct will ensure that it reviews (at least annually – see Business Plan for Nursing Direct) its operational plan and objectives to ensure that all objectives are supported by appropriate training and development.
- 4.3 Nursing Direct will review the needs of its Service Users (at least quarterly or when changes occur) to ensure that all needs are supported by appropriate training and development.
- 4.4 Nursing Direct will review all requests for development against its objectives to ensure that all needs are supported by appropriate training and development. All staff including Agency Workers requesting development which is not required by organisational goals may be authorised by Nursing Direct for individual reasons, such as a reward for exceptional attendance or performance.
- 4.5 Nursing Direct supports all staff, including Agency Workers, to attend the required training courses. Training may be delivered through Healthier Business Training, external providers, or Nursing Direct's Internal Training Academy. Staff including Agency Workers will be supported until course completion, and a formal record of completion will be maintained. The training needs of all staff including Agency Workers will be assessed before the commencement of their working with Nursing Direct by the Registration and Compliance team. The Registration and Compliance Team will ensure that the trainings are up to date and review the training requirements through their monitoring system at various stages of their working journey.
- 4.6 Nursing Direct believes that in-house resources, in-house training academy and external training agencies and platforms, are the most effective ways of achieving its aims and will use those strategies wherever possible. Nursing Direct will also maintain a list of approved training providers.
- 4.7 Nursing Direct will outline training requirements, who needs to complete training and how training will be delivered such as:
- E-Learning
  - Face to Face
  - Frequency
  - External Training Provider
  - Competencies This approach enables Nursing Direct to be flexible in ensuring individual learning styles can be catered for.

## 5. PROCEDURE

### 5.1 Training Entitlement

All staff including Agency Workers are required to undertake training as per the Nursing Direct's Training Matrix, including:

- Induction training (including the 16 Care Standards, as set out by Skills for Care)
- In-house mandatory, role and service-specific training
- Competencies/observations and feedback

Focused personal development, such as recorded and focused supervisions and individual coaching also count towards training time and will be recorded as such.

All staff including Agency Workers will receive training in their roles and this training will ensure that certain standards of competence are met.

### 5.2 Induction and Onboarding

It is the responsibility of Nursing Direct to ensure that new staff including Agency Workers are welcomed to the team and take part in an appropriate onboarding and induction program, although it is not expected that they will cover all elements personally.

All new staff including Agency Workers will receive an email to confirm their registration has been received and they will receive a call from a registrations consultant who will complete a vetting call. Once this call has been completed and they have passed the vetting stage, all staff including Agency Workers will receive an Application Pack along with an email outlining the documents and training required to complete their application. This forms part of the induction programme and the completion of their application will comply with industry statutory and mandatory requirements.

Once cleared to work, all staff, including Agency Workers, will be made aware of their duties, objectives, and goals through the Agency Worker Handbook, as well as the company's Policies and Procedures. Any role-specific expectations and responsibilities will be confirmed prior to the commencement of care during a thorough debrief with Nursing Direct, which may take place via telephone, Microsoft TEAMS, or face-to-face, depending on the care package. In addition, staff including Agency Workers will have access to the Service User's Brief Profile, Care Plan, Risk Assessments, and any other relevant documentation. Where appropriate, they may also be invited to take part in a meet-and-greet with the Service User, either by telephone, Microsoft Teams, face-to-face, or, in some cases, through an induction shift. Nursing Direct can also offer service user specific training to staff including Agency Workers and other training through the Training Academy. Nursing Direct focus on supporting staff including Agency Workers through the induction and onboarding process and offer ongoing support throughout their time working as staff including Agency Workers to perform their role correctly, safely, and competently. Quality audits will be carried out to review the quality and effectiveness of the induction and training processes in accordance with this Training Policy. Any training needs are assessed, and any needs are actioned within practice to support and improve care practice. In addition, competencies are assessed throughout and regular supervisions and appraisals and recorded.

Further information can be found in the Induction and Onboarding Policy and Procedure at Nursing Direct.

### 5.3 Mandatory and Statutory Training

Nursing Direct will ensure that all training requirements are aligned with Skills for Care guidance on core, mandatory, and care standards training. This will be incorporated into the organisation's internal training matrix.

All staff, including Agency Workers, are required to complete training that is defined as mandatory, either by law, statutory bodies, or specific legislation. This may include competency assessments and periodic refresher training as outlined in the training matrix.

Nursing Direct will regularly monitor and review training records and certificates to ensure they remain valid and up to date. Expired training will be addressed promptly, with refresher courses or additional training provided in line with the staff member's role and responsibilities.

#### 5.4 **Specialist/Role-specific Training**

Further to the training requirements of Nursing Direct, management will also outline further specialist or role specific trainings that are required to meet the specialist needs of specific Service Users, defined within Nursing Direct's practice and service provision. This may include:

- Specialist health and safety courses
- Epilepsy, rescue medication or other specialist health-related conditions and interventions
- Role-specific training that requires specialist knowledge

Specialist training may also materialise through regulatory requirements. The Government has now introduced a requirement for CQC registered service providers to ensure their staff including Agency Workers receive learning disability and autism trainings appropriate to their role. This is to ensure that the health and social care workforce has the right skills and knowledge to provide safe, compassionate, and informed care to autistic people and people with a learning disability. This requirement is set out in the Health and Care Act 2022. Further information can be found on the Health Education England (HEE) website about the **Oliver McGowan Mandatory Training in Learning Disability and Autism**.

In addition, culturally appropriate training resources have also been launched by Skills for Care and will support with embedding culturally appropriate care and support in everyday good practice by staff including Agency Workers.

#### 5.5 **Understanding the CQC Fundamental Standards**

Nursing Direct understands the importance of ensuring that staff including Agency Workers have a sufficient understanding and awareness of their responsibilities in meeting the Fundamental Standards of the regulatory body the Care Quality Commission (CQC). As such, Nursing Direct will complete training with all staff including Agency Workers to ensure full understanding and to embed knowledge of CQC regulatory framework.

Training should include a brief explanation of the structure of the requirements as laid out by the CQC Fundamental Standards. It should be used to demonstrate that successful compliance with the Fundamental Standards will be achieved by following all policies and procedures of Nursing Direct.

#### 5.6 **Support to Complete Training**

Nursing Direct offers support for all staff including Agency Workers as part of the ongoing training and development through multiple processes including supervisions and annual appraisals which ensures that all staff including Agency Workers are receiving appropriate levels of support to, complete or refresh any required trainings. Nursing Direct are also able to provide a forum for confidential discussion on individuals support needs on ongoing basis.

Nursing Direct has a strong focus on assisting staff including Agency Workers to develop Self Reflective Practices that aid staff including Agency Workers in confidently sharing their thoughts about a workplace situation as well as reflecting on their own abilities and training experiences.

Nursing Direct recognises that additional support may be required for some staff including Agency Workers, such as overseas workers who may require a longer induction period

5.5 All staff including Agency Workers who have undergone off-site training with an approved training provider or have completed in-house or online training courses facilitated by Nursing Direct, are required to submit updated training certificates. These certificates must adhere to the specifications outlined by Nursing Direct and should be stored in an easily accessible location for reference. Monitoring of these certificates will be conducted through monitoring and quality systems.

5.6 All staff including Agency Workers participating in in-house training courses are required to sign register to confirm attendance and course completion. They are also required to complete a Course Evaluation Form. These courses, which are CPD Accredited, serve the purpose of evaluation and monitoring to enhance training quality and overall performance. Nursing Direct places, a significant emphasis on training as a fundamental element for achieving effective performance.

5.7 The training suite at Nursing Direct will be put in place to support the efforts to provide the best training opportunities to all staff including Agency Workers. Many of these will fall under statutory and mandatory training, whilst others will be role specific and service specific. All staff including Agency Workers can refer to the Nursing Direct's training matrix for a guide on statutory and mandatory training requirements. Nursing Direct will also work responsively to changes in requirements that the CQC or commissioning teams require them to complete, as part of contracts and regulatory requirements.

5.8 The most common form of training at Nursing Direct is on-the-job training, which is facilitated through shadowing, patient specific training along with other methods. All clinical leads who are responsible for delivering specific training must receive their own skills and knowledge training. Where it is found that all staff including Agency Workers are not completing training in line with the requirements at Nursing Direct, such events are dealt in accordance with the relevant policies and procedures.

5.9 Periodically, Nursing Direct will conduct in-house or online short courses tailored for all staff including Agency Workers who need specific additional knowledge or training in accordance with the specified package of care. These courses can address various areas such as changes in procedures, the introduction of new equipment, and other relevant topics.

A list of courses will be offered to all staff including Agency Workers and the designated clinical lead for each package of care will be responsible for ensuring that staff including Agency Workers are compliant on a monthly basis, for monitoring purposes.

The training needs will be monitored through regular monitoring methods including supervisions of all staff including Agency Workers. Actions will be taken to arrange support or additional training as per the requirements. Nursing Direct's designated clinical team will be responsible for arranging patient specific training courses and the Compliance team will be responsible for organising and keeping up to date any statutory and mandatory training courses. Suggestions for additional courses are welcomed.

5.11 Nursing Direct Healthcare Limited provides a resource of training materials. All staff are requested to make use of these resources, taking care to return them as soon as possible to ensure that their availability to all is maintained.

#### 5.12 **Training Costs**

Nursing Direct accepts that some training provided is essential such as training defined as statutory and mandatory in order for Nursing Direct to meet its regulatory and contractual arrangements. Unless specified in individual contracts of employment or training costs agreements, Nursing Direct agrees to fund this training.

Statutory training is training that is required by law (for example, under the Health and Safety at Work Act 1974). Mandatory training is training that is determined by Nursing Direct as compulsory to allow staff including Agency Workers to carry out their roles safely and efficiently, comply with regulations, and meet organisational standards.

If Nursing Direct Healthcare Limited pays for an employee's training costs, such as courses for career development at the request of an employee, which includes any fees, expenses or other costs associated with the training course, Nursing Direct may require the individual to enter into a Training Costs Agreement. Under the terms of a Training Costs Agreement, employees may be required to repay a proportion of the costs if they:

- Fail to complete the training course without valid reason
- Voluntarily withdraw from the training
- Leave employment within a specified period following completion of the course

The repayment schedule and applicable conditions will be outlined clearly in the Training Costs Agreement

## 6. DEFINITIONS

### 6.1 All staff including Agency Workers

#### 6.1.1 Staff

Denotes the employees of Nursing Direct Healthcare Limited.

#### 6.1.2 Agency Workers

Refers to individuals who are contracted with Nursdoc Limited or another employment business as an Agency Worker (temporary worker) provided to Nursing Direct Healthcare Limited to perform care services under the direction of Nursing Direct.

### 6.2 Nursing Direct

Nursing Direct, also known as Nursing Direct Healthcare Limited, is the entity regulated by the CQC (Care Quality Commission) and responsible for the care service provision, contracted to provide homecare services to service users in their homes, in placements, essential healthcare facilities and in the community.

### 6.3 Nursdoc Limited

As the sister company to Nursing Direct Healthcare Limited, Nursdoc Limited acts as an employment business, specialising in providing staffing solutions to the healthcare sector.

### 6.4 CQC (Care Quality Commission)

CQC throughout this policy, the term "CQC" refers to the Care Quality Commission (CQC) which is the independent regulator of health and social care in England.


### 6.5 Training Matrix

The training matrix is applied across all staff including Agency Workers who are working for Nursing Direct and covers what is needed to be aware of when supporting, caring, and treating service users. This gives all staff including Agency Workers a good basis from which they can develop their knowledge and skills for effective service delivery in order to maintain compassionate, safe, and high-quality care and support.

## OUTSTANDING PRACTICE

To be 'outstanding' in this policy area you could provide evidence that:

- The wide understanding of the policy is enabled by proactive use of the QCS App
- Highly specialised and individualistic training is provided.
- External courses are sourced to increase the 'best practice' knowledge of staff including Agency Worker.
- Quality, not cost, is the driving factor in training provision.
- Staff including Agency Workers report that they are encouraged to develop at Nursing Direct and that training is embedded into care practice.
- Mandatory and minimum requirements for training are seen as that within Nursing Direct and there are extensive opportunities for training.
- Nursing Direct provide training for other services and is seen as a source of 'best practice.'
- Commissioners and other stakeholders consistently report that Nursing Direct is innovative in how it delivers training.

COMPLETED DATE:	29/09/2025
SIGN OFF DATE:	29/09/2025
REVIEW DATE:	29/05/2026
SIGNED:	 Marc Stiff – Group Managing Director