STAFF DEVELOPMENT POLICY

Date: September 2013
Version Number: 5
Corporate Services Reference Number:
Author: Jenny Coleman, Training Advisor

Document History

<table>
<thead>
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<tr>
<td>Version No: 4</td>
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<tr>
<td>Implementation Date</td>
<td>1st December</td>
</tr>
<tr>
<td>Last Review Date</td>
<td>1st August 2013</td>
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<td>Next Formal Review Date</td>
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Impact Assessment

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<tbody>
<tr>
<td>Rapid Impact Assessment, which has been to the Equality and Diversity Taskforce for their comments</td>
</tr>
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Engagement and Consultation Groups

<table>
<thead>
<tr>
<th>Date</th>
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<tbody>
<tr>
<td>HR Directorate/APF/ selection of managers and staff (this includes bank staff, temporary staff, fixed term contract staff and both full time and part time substantive posts, both post holders and post holders line managers).</td>
</tr>
<tr>
<td>November 2013</td>
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Approval Record

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>APF</td>
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<td>Staff Governance Committee</td>
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1.0 Benefit to Shetland NHS Board of having a Staff Development Policy

The development of this policy is a demonstration of the commitment of Shetland NHS Board (the Board) to the continuing personal and professional development of its entire staff and its support for lifelong learning activities. It is an important stage in ensuring that all staff development activities make an appropriate contribution to the performance of its staff and the achievement of organisational objectives.

1.1 The policy is one element in the Board’s framework for ensuring that it meets the Staff Governance standard – ‘ Appropriately Trained’ This policy is part of a suite of policies that support the outcomes with the Human Resources and Organisation Development strategy.

2.0 Purpose of the Policy

The purpose of this policy is to ensure that all education, training and development of the Board’s staff is relevant, effective and timely. The Policy clarifies the roles and responsibilities of all those involved in the staff development process and outlines a framework through which the Board provides a continuous programme of staff and organisational development. It influences the value and support of any work undertaken whilst ensuring that the development objectives of individuals, teams and the organisation as a whole are met and that the service delivery, quality and performance are of the highest standard possible.

This policy ensures that NHS Shetland is supporting staff adequately to allow for the delivery of safe, effective and person-centred care. The policy outlines day-to-day procedures involved in the development of all staff.

3.0 Policy Statement

The Board recognises that the successful achievement of its objectives is directly related to the quality of its staff. As a result, the Board is committed to promoting and fully utilising the skills,
knowledge, personal development and enthusiastic commitment of all staff. Learning and development is the single most important vehicle for developing individual effectiveness consistent with the aims of the organisation.

4.0 Scope

4.1 This policy covers all Board staff. Specific arrangements for the training and development of volunteers are contained within the Policy on Volunteering.

4.2 This policy has clear links with the following Board Policies and Procedures:

- Equality and Diversity Policy
- Induction for New Employees
- Capability Procedures
- Joint Development Review and Personal Development Planning Procedures
- Managing Conduct

5.0 Guiding Principles

5.1 Every member of staff is required to demonstrate continual development both professionally and personally and as such this policy is relevant for all staff.

5.2 Not all development opportunities are derived from a formal training course. A range of development opportunities is offered to staff, which includes both formal and informal activities. This ensures that individual learning preferences are taken into account.
5.4 All development events, irrespective of who organises and delivers them should conform to good practice guidelines in order to ensure quality. Advice and guidance can be obtained from the Staff Development Section.

5.5 Wherever possible, Shetland NHS Board works with partners to arrange and organise development events so that costs are shared, resources maximised and greater understanding and joint working is fostered. The Board ensures that such partners demonstrate an on-going commitment to equal opportunities.

5.6 Staff have access, wherever appropriate, to accredited training and development.

5.7 All development events take into account the individual needs of staff who may participate and demonstrate the Board’s continuing commitment to equality of opportunity.

6.0 Roles and Responsibilities

6.1 Staff Members

All members of staff have a responsibility to commit themselves to the continuous improvement of their performance at work.

Staff under Agenda for Change terms and conditions are required to undertake appropriate development as agreed with their line manager and in accordance with their agreed Knowledge and Skills Outline and Personal Development Plan. Staff members should be active in identifying their own learning needs and bringing these to the attention of their line manager.

Staff out-with Agenda for Change Terms and Conditions are required to undertake continued professional development in accordance with their professional bodies and best practice.

Staff may not commit themselves to any development activity in work-time (internal or external) without the prior agreement of their line manager and budget holder (if appropriate).
6.2 **Line Managers**

Line managers should help staff to identify development needs both through the Staff Personal Development Planning and Review process and during the normal course of work. They are responsible for ensuring that developmental needs are identified and forwarded to the Staff Development Manager through appropriate means. Line managers work closely with staff to identify opportunities for learning in a range of situations at work and assist their staff in achieving their full potential. Line managers are responsible for ensuring in pre- and post-course briefings with their staff.

Line Managers must ensure that trainees within their responsibility have appropriate arrangements for supervision, reflection on practice and study.

6.3 **Staff Development Section**

The Staff Development Section provides a comprehensive training and development service to the organisation. Four Training Plans are developed within NHS Shetland Health Board for each of the following staff sections: Agenda for Change; Medical staff; Dental staff and Board members.

The Staff Development Section takes a strategic view of the learning needs of the organisation as a whole and facilitates the production of an annual Training Plan for Agenda for Change staff (incorporated in the Joint Training Plan), which is wholly in line with Corporate Objectives. Training requests are then approved to meet the organisation’s priorities and training events developed in line with approved requests.

A Study Leave (Appendix 1) form should be completed for every external training request. This form should be completed, signed and forwarded to the Staff Development Manager. This includes training requests which are not approved as well those that are approved.
<table>
<thead>
<tr>
<th>Action Taken</th>
<th>Date due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers are requested to prioritise and collate their departmental learning needs via the personal development review process and seek approval from their appropriate Director.</td>
<td>December</td>
</tr>
<tr>
<td>Staff Development representative will meet with the Directors to sense check their directorates learning needs.</td>
<td>January</td>
</tr>
<tr>
<td>The training plan will be checked with the SIC Training Manager and Health Improvement Manager to identify overlaps and further internal resources.</td>
<td>February</td>
</tr>
<tr>
<td>The training Plan is presented at the Senior Management Team meeting for approval.</td>
<td>February</td>
</tr>
<tr>
<td>Managers will be informed of the outcome of their training requests following the Senior Management Team meeting.</td>
<td>March/April</td>
</tr>
</tbody>
</table>

The Staff Development Section supports line managers and individual members of staff in identifying and meeting learning needs. It provides best practice guidance relating to training and development and organises, promotes, delivers and evaluates a programme of development events to meet identified needs whilst maintaining best practice around equality and diversity.

The Staff Development section also works closely with Remote and Rural Healthcare Educational Alliance (RRHEAL) and NHS Education Scotland (NES) to ensure that a wide range of educational activity is available to staff.

6.3 **Area Partnership Forum**

The Area Partnership Forum contributes to and agrees the Board’s annual Local Learning Plan and monitors it on a 6-monthly basis. It also has a key role in monitoring performance on delivery of the Staff Governance standard through overall Board activity and the Staff Survey, which has a comprehensive section about staff development. It promotes learning and development throughout the Board.
6.5 Senior Management Team

The Senior Management Team is responsible for ensuring that adequate resources, both direct and indirect, are available for the development of staff. The resources available for staff development will depend upon several factors including budgetary constraints and the priorities established at organisational and national levels and incorporated into the Local Delivery Plan, Local Learning Plan and Corporate Action Plan.

6.6 Staff Governance Committee

For practical day-to-day purposes, the Board delegates its formal responsibility for ensuring that the organisation implements the national Staff Governance Standard to the Staff Governance Committee. The Staff Governance Standard specifically includes staff being appropriately trained and the Staff Governance Committee reviews the attainment of the Staff Governance Standard through the Performance Assessment Framework.

7.0 Identifying Development Needs

7.1 The majority of staff development activities are initiated as a result of the Board’s organisational training plan which is inclusive of all staff. Each line manager has the responsibility for assessing and agreeing the development needs of their staff in line with the Corporate Objectives.

7.2 All staff, including Bank Staff, will have a discussion with their line manager about their development needs at least annually, in accordance with the requirements of the Staff Personal Development Planning and Review procedures.

7.3 For AFC staff it is expected that the majority of individual and departmental needs will be formally identified through the Joint Development Review and Personal Development Planning Procedures and through individuals KSF outlines, informed by the Board’s policies and procedures and it’s responsibility to meet national and professional standards.
For non AFC staff learning needs should be identified at their appraisals or professional supervision sessions recorded and forwarded to the Staff Development Manager for inclusion in the annual training plan.

7.4 The Staff Development Manager will facilitate the production of an annual organisational training plan, which identifies the priority areas from the Local Delivery Plan. This plan will be based on the identified needs forwarded from Line Managers and PDPs following annual reviews with their staff members and approval from their Director. This training is prioritised and final approval is sought and granted by the Senior Management Team.

7.5 For all clinical staff, revalidation is the integrated process by which clinicians prove that they are fit to practice. Revalidation reassures, as far as is possible, individual patients, the public, colleagues and the NHS that individuals are up-to-date and fit to practice. It promotes Continuing Professional Development (CPD) amongst clinicians; encourages improvement in the quality of care, patient safety, team-working, communications and appropriate behaviours.

Non-clinical staff must show their commitment to the NHS codes of conduct by completing and returning a Healthcare Support Worker booklet during their induction programme which is signed off by their line manager and kept in their HR file.

8.0 Meeting Development Needs

8.1 Owing to the wide variety of needs and differing learning styles of staff, a variety of methods are available. It is the responsibility of each line manager to identify with the individual member of staff the most appropriate method of addressing development needs.

   Examples include:-

   • Internal Courses
   • Using in-house expertise
   • External Courses
   • Study – leading to formal qualifications which is relevant both to the
individual and organisation
- Self-directed studying/research projects
- Conference attendance either as a participant or as a speaker
- Audit activity
- Job shadowing or secondment
- On-the-job training
- E-learning
- Distance learning

8.2 Organisational staff development programmes are established to meet needs which may be most effectively met at an institutional level, such as Management Development programmes, Health and Safety training, formal Induction Days, etc.

8.3 As a result of financial and other resource constraints, it is necessary to prioritise access to development events. Consequently there may be occasions when meeting an identified development need may be delayed or cancelled due to higher priorities. In such circumstances, the budget holder makes the final decision after consultation with the line manager concerned. Any individual member of staff affected is always informed personally by their line manager of the decision reached and for what reason. Any training application declined, should be documented on a Study Leave form and forwarded to the Staff Development Manager.

9.0 Formal Training Positions

Formal training positions may be established in any discipline provided that appropriate arrangements are made to ensure that they are properly resourced and supported. This includes all arrangements for supervision and study. Line managers must ensure that any requirements of relevant professional bodies are met. The Board currently supports a number of formal training positions, primarily in medicine and nursing.

10.0 Study Leave

10.1 All study leave must be agreed in advance with the line manager. This applies to all staff groups, including Bank Staff. A Study Leave form should be completed to document this agreement.
10.2 Paid study leave for the purposes of attending courses or undertaking other development is agreed with line managers on an individual basis according to identified need and professional requirements. The consistency of approach throughout the Board will be monitored through Staff Governance and specifically the monitoring of Personal Development Plans (PDPs) and the Staff Survey.

10.3 All staff Compulsory and Health and Safety training will be delivered in paid time. This also applies to Bank staff. This includes Corporate Induction days and Compulsory Refresher days. All Managers should have a planned process in place to release staff to these events.

10.4 Staff engaged in studies leading to a qualification will normally be expected to undertake some study in their own time in addition to any paid study leave or other facilities granted by the line manager. This will be discussed and agreed on an individual basis.

11.0 Continuing Professional Development (CPD)

11.1 All staff are expected to take personal responsibility for their Continuing Professional Development (CPD) and meeting the requirements of their professional bodies. Anyone who is unable to meet the requirements of their professional body should discuss the matter with their line manager who will assist them. Staff Development can issue certificates of attendance only for training courses internally delivered or commissioned.

11.2 Shetland NHS Board ensures that Bank staff have access to CPD activity and makes funding available to pay Bank staff for attendance at agreed training and development events which are appropriate to their role and working environment. It is vital that for this to be effective, Bank staff management is robust.

11.3 In terms of Revalidation for GPs, Quality Assurance of appraisal is offered through NHS Education for Scotland policies, which are applied by the NHS Shetland GP Appraiser team. NHS Education for Scotland GP Appraisal publishes its policies on the Scottish
Online Appraisal Resource website (www.scottishappraisal.com). Included are policies for appraising GPs with other roles, conflict of interest in appraisal appointments, ongoing credibility of appraisers no longer undertaking clinical commitment, and participation in appraisal. All GPs new to NHS Shetland are expected to participate in the Scottish GP Appraisal process; those appraised elsewhere are expected to provide evidence of completion of GP appraisal. NHS Shetland receives a yearly report from the GP Local Appraisal Adviser, which is submitted to CGCG for consideration.

12.0 Resources

12.1 Budgets and Funding

The Senior Management Team will annually fix a level of funding to support staff training and development which includes prioritisation of training against the organisation's learning needs. Control of the budget is devolved to the Staff Development Manager. The training budget is used for course fees, travel costs and subsistence. Separate funding and grants will be applied for wherever possible.

The training budget is maintained by the Staff Development Manager for the purposes of arranging and managing organisation-wide training and the stocking and management of the libraries and open learning facilities.

To support staff in reaching their full potential, the Board offers a Staff Development Award, and for clinical staff the annual Gilbert Halcrow Memorial Award. Both awards are funded by the Endowment Fund and support development that is not identified as a priority through the Staff Personal Planning and Development Review Process. The awards, which are fully publicised, are open to all NHS Shetland members of staff only and are by personal application. Full details are available from the Staff Development Section and the Intranet site.
12.2 Libraries and Open Learning Facilities

12.2.1 Staff are encouraged to take responsibility for their own learning and many are engaged in formal and informal learning, including self-directed programmes of study. Open Learning and Library facilities are provided by the Board to assist staff.

12.2.2 There is a general lending library in the Staff Development Section open during office working hours, Monday to Friday. Requests can be taken at this time via phone or email and resources can be sent to individuals. There is also a self-service system available to staff, and access to further resources online through the Shelcat Library resource (www.shelcat.org).

13.0 Learn-Pro and Online Material

Learn-Pro is an on-line learning resource used to host a number of e-learning modules and packages.

These resources are split into mandatory subjects relevant to the staff member’s role that are automatically assigned to a staff member; and optional subjects chosen by individuals for their Continuous Professional Development and which staff can choose for themselves.

Some modules require revision after time periods specific to that module. It is a staff member’s own responsibility to ensure that all mandatory subjects assigned to them are up-to-date.

Work time should be allocated for staff to complete mandatory modules, however optional subjects should be completed either out-with work time or only in agreement with the employee’s line manager and as an identified developmental requirement.

A variety of other learning materials are available through the Knowledge Network and the NES website.
The I.T Suite in the Staff Development Department is available at various times within the week for access to LearnPro and other online material.

14.0 Evaluation

Line managers are responsible for ensuring that pre-course briefings and follow up discussions are carried out with their staff to enable the maximum benefit to be obtained from course attendance. This should be supplemented by regular review to assess the long-term impact on performance, i.e. manager and member of staff discuss what success would look like and time frame for that success, this is then annotated via PDP and measured by the manager.

14.1 The Staff Development Manager will maintain records of staff training and development undertaken in line with the requirements of the Data Protection Act 1998. These, together with the line manager reports outlined above and the 6-monthly reports to Area Partnership Forum, will form the basis of an annual Staff Development report to SMT, Area Partnership Forum and the Board in June of each year.

14.2 Staff Development will endeavour to use as many strands as possible of the Kirkpatrick method of evaluation. The Kirkpatrick method is detailed below.

14.3 Level 1: Reactionary Evaluation – measures the training experience of a participant generally by questionnaire etc directly after a training session has been completed. This is particularly helpful in allowing the trainer to gauge reaction to training behaviours and the learning atmosphere.

All staff are required to complete a post-training evaluation form at the end of a training session. Each trainer individually monitors this evaluation and when deemed necessary, makes relevant changes in relation to feedback received. Staff development summarises and feedback to APF on this evaluation and any subsequent training updates on a 6-monthly basis.

14.4 Level 2: Knowledge Evaluation - seeks to evaluate participant’s knowledge and perception of course content through examination or review. Through this trainer’s can then examine the understanding of a full training group as well as individual participants.
When possible, trainer’s seek to test that the learning aims and objectives of a training course have been realised through knowledge evaluation and make relevant changes or provide relevant support in relation to feedback received. Staff development will summarise and feedback to APF on the results of any Knowledge Evaluation undertaken.

14.5 Level 3: Behavioural Evaluation - assesses whether the training has produced any changes in behaviour or competence through measuring how effectively staff carry out activities learned on the training programme. This level of evaluation delivers results on the effectiveness of the training and can provide trainer’s with valuable insight into how course content is being interpreted in the workplace.

Whenever possible, staff development seeks to evaluate behaviour changes after training and make relevant training amendments or provide appropriate support to staff when necessary. Staff development will summarise any evaluation done and any subsequent training updates and feedback to APF.

14.6 Level 4. Business Results Evaluation – looks at organisational measures of the effectiveness of training – e.g. has having all staff trained in Infection Control shown a decrease in the number of MRSA, MSSA and CDif cases in NHS Shetland Health Board? Measures such as this are difficult to evaluate as there are often external factors not related to training that influence any results identified. As such, evaluation of this kind is particularly difficult to produce.

If ever possible, staff development will seek to evaluate to this level and provide information about the business results of training to APF.

14.7 In addition Staff Development will examine behaviours attributed to training via a 3-monthly post course evaluation procedure (Appendix 2). This will, where possible examine the return on investment in terms of finance. As evaluation is a key part of a successful training session, it is a mandatory part of training that staff should complete and return any evaluation issued to the Staff Development Team.
APPENDIX 1

STUDY LEAVE – APPLICATION AND AUTHORISATION

APPLICANT (Print)

Name
Example

Department
Example

Leave From
(inclusive)

To

Total Days

Purpose Of Leave – Give full details of course, study curricula, etc

Estimated Costs

<table>
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<tr>
<td>COURSE FEES</td>
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</tr>
<tr>
<td>TRAVEL</td>
<td></td>
</tr>
<tr>
<td>SUBSISTENCE</td>
<td></td>
</tr>
<tr>
<td>ACCOMODATION</td>
<td></td>
</tr>
<tr>
<td>OTHER COSTS</td>
<td></td>
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</tbody>
</table>

Is the request for training funded externally and for reference? YES (please state funding provider) NO

Note:-

Do not book any aspect of this application until you receive written confirmation.

- It is the individuals’ responsibility to make the booking after authorisation is received from the staff development manager.

- If the actual costs exceed the estimated costs, this may result in the applicant having to fund the difference themselves.

02/10/2013

Signature of Applicant ____________________________ Date: _______________________

(By signing you agree to the above conditions)
Are you supporting this request? Yes/No* (delete as appropriate)

If 'No', please give reason:-

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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</thead>
<tbody>
<tr>
<td>Continue to a</td>
<td>Go to Question 2</td>
</tr>
</tbody>
</table>

1. Is applicant under AFC Terms and Conditions?
   a. Has requested activity been agreed in the applicant's e-KSF PDP?
      Attach Copy | Study Leave Refused

2. Mandatory Training completed or 'booked to go on' by applicant?
   Continue | Study Leave Refused

<table>
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<tr>
<th>EXPENSES</th>
<th>APPROVED</th>
<th>NOT APPROVED (Reason)</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE FEES</td>
<td>Yes / No</td>
<td></td>
</tr>
<tr>
<td>TRAVEL</td>
<td>Yes / No</td>
<td></td>
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<tr>
<td>SUBSISTENCE</td>
<td>Yes / No</td>
<td></td>
</tr>
<tr>
<td>OTHER COSTS</td>
<td>Yes / No</td>
<td></td>
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</table>

The Requested Study Leave of ________ Days is APPROVED/NOT APPROVED* (delete as appropriate)

Manager Signature: ___________________________ Date: ______________

Remember to include a copy of applicant's Personal Development Plan (for AFC staff only).
Send to Staff Development, Montfield Hospital, Lerwick

STAFF DEVELOPMENT MANAGER

BUDGET CODE ___________________________ DEPARTMENT CODE ___________________________

Request APPROVED/REJECTED* (delete as appropriate) (Reason)

Signature ___________________________ Date ______________

FOR OFFICE USE ONLY

WRITTEN CONFIRMATION SENT (date): ___________________________ INITIALS: __________

INVOICE RECEIVED (Date): ___________________________ INITIALS: __________

2 of 3
COMPLETING STUDY LEAVE FORMS

**Study Leave Form**

Ensure a study leave request form is completed and signed off by you and your line manager. It is really important that you reference the training by the same name requested originally, or as close to the original name as possible so we reference the details from our original files.

Study Leave Forms can be downloaded off the NHS Shetland intranet, or by copying this address into your webpage browser from an NHS Shetland computer:

http://intranet/departments/staffdevelopment/studyleaverequest.asp

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**FORMS YOU MAY HAVE TO COMPLETE IN ADDITION TO YOUR STUDY LEAVE FORM**

1. **Travel & Accommodation Forms**
   - If your training includes travel and accommodation this form must be completed (remember a form must be completed for each trip). It is your responsibility to include the cost of all travel e.g. by checking the cost of flights on the Flybe website.
   - Copy the following address into your webpage browser:
     http://intranet/departments/finance/documents/StaffTravelReservationForm.docelreservationForm.pdf

2. **Course Fees**
   - If your training includes a course fee, make sure you contact the training provider to determine costs and ensure the invoice is sent to the Staff Development Department either by yourself or directly.

   In some case, training courses require a Purchase Order Number before they can be booked. This can be obtained by filling out a special indent from the intranet. http://intranet/departments/supplies/specialindent.asp

3. **Agreed PDP via e-KSK**
   - Make sure you attach a copy of your agreed PDP via e-KSF. This should have the training you are requesting on it.

   If you require any assistance please contact Staff Development on 01595-743083.

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Study Leave approved by Staff Development Manager and sent to Finance for processing and booking.
Appendix 2

POST-COURSE EVALUATION

The information on this form is entirely confidential and will be used by the Staff Development team to measure the effectiveness of tutors and training events. The information provided will be used to continuously improve the quality of training provision.

Course Title: ……………………………………………………………………………………………………………………………

Date(s): ………………………………………………………………………………………………………………………………………

Your name: ………………………… Department: …………………

You attended the above training course, reflecting on it, has this improved your work/practice in the following ways & if so, please comment in the box how it has done so:

<table>
<thead>
<tr>
<th>Category</th>
<th>Lowest</th>
<th>Highest</th>
</tr>
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<tbody>
<tr>
<td>1. Time Savings</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How much time savings did you make and where?</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

| 2. Improved patient care        | 1 2 3 4 5 6 |
|                                 |             |
| List the ways patient care has improved as a result of the training you undertook |
|                                 |             |

Continued on next sheet.
3. Improved skills/knowledge

<table>
<thead>
<tr>
<th>Lowest</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>Highest</th>
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</table>

What skills and knowledge have you improved and what has happened as a result?

4. Savings on resources

<table>
<thead>
<tr>
<th>Lowest</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>Highest</th>
</tr>
</thead>
</table>

What savings have you made as a result of the training you have undertaken

Any other general comments about the course