

## Careers in Healthcare

A guide to working in the  
Independent Healthcare Sector



better **skills**  
better **jobs**  
better **health**

# Acknowledgements

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Particular thanks are extended to:

**Andrea Battermann** [www.holisticphysiotherapy.org](http://www.holisticphysiotherapy.org)

**BMI Healthcare** [www.bmihealthcare.co.uk](http://www.bmihealthcare.co.uk)

**Bupa Home Healthcare** [www.bupahomehealthcare.com](http://www.bupahomehealthcare.com)

**Care Principles** [www.careprinciples.com](http://www.careprinciples.com)

**Care UK** [www.careuk.com](http://www.careuk.com) and [www.barlboroughtreatmentcentre.nhs.uk](http://www.barlboroughtreatmentcentre.nhs.uk)

**HCA International** [www.hcahospitals.co.uk](http://www.hcahospitals.co.uk)

**InHealth** [www.inhealthgroup.com](http://www.inhealthgroup.com)

**King Edward VII's Hospital Sister Agnes** [www.kingedwardvii.co.uk](http://www.kingedwardvii.co.uk)

**Nuffield Health** [www.nuffieldhealth.com](http://www.nuffieldhealth.com)

**Ramsay Healthcare** [www.ramsayhealth.co.uk](http://www.ramsayhealth.co.uk)

**Royal Hospital for Neuro-disability** [www.rhn.org.uk](http://www.rhn.org.uk)

**Spire Healthcare** [www.spirehealthcare.com](http://www.spirehealthcare.com)

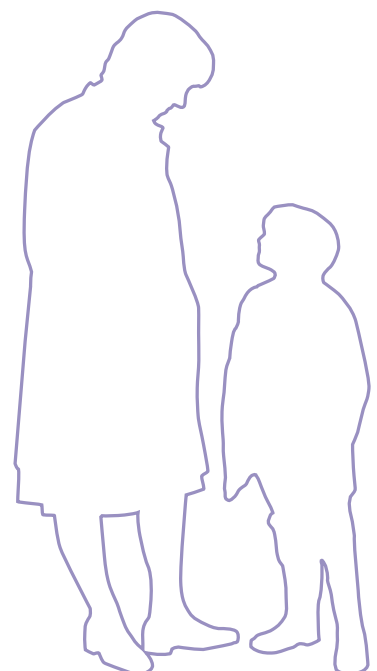
**Sue Ryder Care** [www.suerydercare.org](http://www.suerydercare.org)

**The London Clinic** [www.thelondonclinic.co.uk](http://www.thelondonclinic.co.uk)

**The Partnership in Care Ltd**

**Therapyworks** [www.therapyworks.co.uk](http://www.therapyworks.co.uk)

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# Introduction



Welcome to the Careers in Healthcare – A Guide to Working in the Independent Healthcare Sector which has been produced for people who want to start or progress their career in the independent healthcare sector.

This guide contains a range of useful information including:

- Surprising facts about the Independent Healthcare Sector
- Individual case studies showcasing personal stories of career advancement
- Organisational case studies detailing career development opportunities
- Careers information
- Links to further information.

You will see examples of what working in the independent sector is like, and find out how you can progress your career, taking advantage of more learning and development opportunities. We hope you'll be inspired hearing how others have achieved success and helped to deliver better healthcare to people across the UK.

## What is the Independent Healthcare Sector?

Independent healthcare refers to private, voluntary and not for profit healthcare establishments, and covers a wide variety of services and organisations such as:

- Acute hospitals
- Mental health hospitals
- Hospices
- Maternity hospitals
- Termination of pregnancy services
- In-vitro fertilisation services
- Dialysis services
- Endoscopy services
- Laser services
- Intense pulsed light source services.

A survey by Skills for Health<sup>1</sup> shows that in England, the Independent Healthcare Sector comprises approximately 42,500 organisations. This includes approximately 8,600 community pharmacies, 7,700 dental practices, 7,700 complementary therapists, 6,600 traditional therapists, 5,600 optometrists and dispensing opticians, and 3,500 hospitals, hospices and nursing homes. It employs 24%<sup>2</sup> of the total health sector workforce in England.

<sup>1</sup> Skills for Health, A Review of the Independent Health Sector in England, Labour Market Intelligence Report

<sup>2</sup> Source: Labour Force Survey, 4 Quarter Average Q3 2009 – Q2 2010



Acute hospitals in the independent sector have in the past operated outside the NHS with around 90% of their work being funded by patients, insurance companies or occupational health schemes..

However, recent years have seen much closer working between NHS and independent healthcare providers, since government policy allows the independent sector to compete for contracts to provide services on behalf of the NHS. There is also greater recognition for the potential capacity within the independent sector to deliver NHS targets. The Independent Healthcare Sector also operates the patient choice agenda and individuals in England can choose some independent sector organisations which are part of Choose and Book.

Over a third of independent healthcare organisations (36%) have some proportion of their work delivered for NHS funding. Dentists, pharmacies, and hospitals mostly deliver services for the NHS with optical services by far the most likely (94%).

In Scotland 19% of the health sector workforce is from the independent sector<sup>2</sup>. There are nine independent acute hospitals and five mental health organisations or hospitals. In addition there are services provided by an estimated 4,500 independent practitioners in therapies care and treatment in services including podiatry; pharmacy; dentistry and homoepathatic medicines. Services are also provided by many diverse charities in the third sector in Scotland. A wide range of careers and occupations across Scotland are available in many locations across the country.

A number of Independent Healthcare organisations of varying sizes are to be found in Wales, employing about 20% of the health sector workforce<sup>2</sup>. The organisations include hospitals offering a wide range of medical and surgical specialties, including orthopaedics, cardiology, cosmetic surgery and gastroenterology. In addition, a range of specialist hospitals and facilities provide mental health treatment and rehabilitation and learning disability provision. There are opportunities to pursue a number of specialist occupations and careers across Wales.

In Northern Ireland, about 25% of the health sector workforce is employed within the independent sector<sup>2</sup>, which is made up of a number of private hospitals and a significant number of independent practitioners including opticians, pharmacists, physiotherapists, and podiatrists, working in private practice.

With closer collaboration and joint service provision between the NHS and the independent sector, the days of choosing to work in one at the expense of career progression in the other are long gone. Anyone working in healthcare can find opportunities to progress and develop in both, and to have their skills and expertise recognised by employers – whatever the sector.

<sup>2</sup> Source: Labour Force Survey, 4 Quarter Average Q3 2009 – Q2 2010

## Why choose the Independent Healthcare Sector?

The independent sector is a rewarding career destination for individuals who want to progress their health career in many specialist fields. There are scores of different roles and many progression routes, given the complexity of the sector. The range of providers extends from the large acute to the small 'sole-trader' business, and it covers a wide range of provision.

With such a wide scope and breadth of services offered, you'll find many opportunities so that you can take your career further than ever before. Given the right qualifications, training and development, individuals can pursue a career in many areas including:

- Chiropody
- Clinical psychology
- Community nursing
- Dental hygiene
- Healthcare support work
- Language therapy
- Nursing
- Pharmacy
- Phlebotomy
- Physiotherapy
- Radiography
- Risk and Quality management
- Shiatsu massage therapy
- Social work
- Speech therapy

Benefits of working in the independent sector

- Generous investment in education and training
- Various pathways to rewarding and interesting careers
- Opportunities for continuing professional development
- Wider opportunities for people in clinical and non-clinical roles
- Autonomy
- Less bureaucracy

The Skills for Health Survey from 2008 shows that independent healthcare providers take a positive approach to developing the skills of their staff: nine out of 10 providers had trained their staff in the previous 12 months. Around two thirds had a career progression policy (62%) and just over two thirds had a training/learning plan. In the area of anticipated growth over next two to three years, it was hospitals (18%) and complementary therapies (12%) that predicted 'rapid' growth.





What about those who work in the sector? Here's what some colleagues say about their careers and opportunities for personal and professional development.

*“Bupa Home Healthcare is pro-education and training and supportive of personal progression. Annually we all undertake mandatory training to update our knowledge and skills. I have learnt a lot and progressed in my work, and I would like to progress and develop my skills in other areas, should the opportunity arise.”*

**Laura Ains** Senior Healthcare Support Worker, Bupa Home Healthcare

*“When I wanted to move into a more managerial and strategic position, I was supported by my line manager. We identified appropriate training and development needs for this move, I was assigned a mentor to support me, and Care UK provided financial support and study time to help me achieve my goals. I am now a full time Risk and Quality manager, responsible for health and safety, infection control, and training, and am finishing an Infection Control degree at University.”*

**Agnes Chirozvi** Risk and Quality Manager, Care UK

*“I believe the degree has impacted on my life – I have grown in stature and confidence, and I have developed a passion to impart knowledge, beliefs, values and vision to other healthcare professionals, in order to provide a nurturing collaborative culture in the workplace.”*

**Sabina Kelly** Discharge Coordinator, King Edward VII's Hospital Sister Agnes

*“My interest in haematology attracted me to the programme at HCA International. I wanted to work somewhere that had this speciality and Harley Street Clinic has a good reputation. But I also like the fact that you rotate around through oncology and haematology. I have found the course to be well structured. There is a lot to take in during the first week, but it gets easier as you go along.”*

**Leanne Woo** Graduate Nurse Trainee, HCA International



## Dispelling the myths

There are many myths surrounding the potential for career development, opportunities for progression and quality of learning and development in the independent healthcare sector. Read on to find out some facts which may surprise you...

**FACT:**

The vast majority of organisations provide education and training for their staff and significant learning and development takes place within the independent sector.

**FACT:**

Development opportunities are widespread across the majority of cases, ranging from the ability to take a degree, to learning about marketing and the business environment. A number of large healthcare providers offer all clinical staff the opportunity to study for a degree.

**FACT:**

Education opportunities are well developed. Many organisations work in partnership with Higher Education Institutions, for example the University of Huddersfield, St George's University of London, Kingston University, Thames Valley University, University of East Anglia and the University of Essex.

**FACT:**

The independent sector provides a variety of educational and training facilities for its own staff and through multi-professional accredited clinical placements.

**FACT:**

It also helps to train and retrain nurses who then work for the NHS. Some of the larger organisations contribute a great deal to the NHS workforce. For example, Spire Healthcare supports the professional teaching and assessing award which allows Spire Healthcare practitioners to professionally supervise NHS students.

**FACT:**

The independent sector employs highly skilled and experienced staff. It provides career opportunities for nurses and other healthcare professionals to progress within their profession and to move between sectors. By working in the independent sector, you'll be demonstrating that you have the necessary breadth and depth of experience and learning, and the partnership working skills, to support a collaborative approach between the NHS and independent providers to treating patients.



# Working in the Independent Healthcare Sector:

## Careers Information



For those starting a career in health, there are many opportunities for learning new skills and accessing professional training courses, often with the support of your employer. For registered professionals, you will be supported in developing your current skills and have opportunities to extend your expertise, should you wish.

Wherever you work, you will need to show you are safe to practice and able to offer high quality care to patients and service users. This is to protect patients so that they can be assured of a certain level of care when they receive treatment.

The level of provision of education/training and Continuous Professional Development (CPD) is regulated under the Care Standards Act (2000) for care workers and by professional bodies for registered practitioners. Evidence of education/training, CPD, Clinical Supervision and staff appraisal is required for monitoring purposes by the Care Quality Commission.

Since the NHS and independent sector are better interconnected with closer provision of services, it's likely you will find learning and career development taken within one will be recognised in the other.

To find more information about working in the Independent Health Sector, see the '**Prospects**' website for a list of major employers across the UK and latest employment trends. The '**Jobs in Health**' website has a listing of job opportunities in the public and Independent Health Sector.

You could also contact the Health Learning and Skills Advice Line, which provides careers information, advice and guidance to support people who work in, or are considering a career in healthcare. Free, expert, independent and confidential, the service is run by the Careers Advice Service and covers the whole healthcare sector – telephone 08000 150 850.

You could also contact local hospitals for recruitment opportunities. For senior positions in nursing, see the *Nursing Times* [www.nursingtimes.net/](http://www.nursingtimes.net/) and *Nursing Standard* <http://nursingstandard.rcnpublishing.co.uk/>

## CASE STUDY: Andrea Battermann

### An individual's career – Andrea Battermann

Andrea Battermann qualified in 1985 as a social worker in Germany, working with people with disabilities receiving physiotherapy and occupational therapy treatment. She then qualified as a chartered physiotherapist in Germany.

Between 1993 and 2000 she worked as a physiotherapist with the NHS in Scotland within various specialities including chronic pain management, neurological rehabilitation, and out-patient work.

Andrea decided that she wanted to enhance the care she could offer to clients, so she qualified in 1994 as a Shiatsu practitioner, combining physiotherapy with her Shiatsu practice work. She went on to found the Shiatsu College in Edinburgh, where she taught, lectured and began publishing her work, co-authoring the book *Complementary Therapies for Physical Therapists*.

### Sharing good practice and expertise with others

Andrea developed a strong interest in sharing her understanding and expertise in the combination of Oriental and Western medicine. She was given the opportunity to lecture at Edinburgh University on a masters' degree module 'Complementary therapy for practitioners', teaching doctors, nurses and other Western medical practitioners.

Since 2001, after leaving the Shiatsu College, Andrea has worked as a sole practitioner, but in close partnership with other health and social care professionals. She explains her career progression:

“One of the things I really enjoy is working one to one with clients. It's satisfying to see the progress people make with physical therapies intervention – you begin with the consultation, make a diagnosis and carry out the treatment.”

“Seeing the client benefit from treatment is one of the best things about this type of work, and that's why I returned to private practice. Although I found lecturing very rewarding, I decided not to continue down this field at the time – preferring to have a more 'hands on' approach in private practice.”

However, Andrea plans to continue with the publishing activities, because of her vision to see a more holistic approach to treating patients:

“As a result of my blend of learning and professional development, I'm in a unique position – there is no one else who has my combination of skills in the UK. Although I love the client contact you get with private practice, as a specialist in shiatsu therapy in the UK, I feel it's my duty to combine practice work with the publishing, to encourage a better understanding among health and social care professionals.”

“My aim is to reach as wide an audience as possible, and see a more holistic model of healthcare created so that people have their conditions – physical, social and physiological – treated in harmony.”

**CASE STUDY: Andrea Battermann****Continuing professional development**

While Andrea has an impressive track record in professional development, she recognises the importance of ensuring her skills are continually updated, and has taken a lifelong learning approach to her own development. Her more recent learning and development include:

- Psychotherapy training
- Movement therapy training
- Acupuncture at post graduate level

She also regularly works across the physiotherapy and shiatsu therapy professions, ensuring the correct skills and understanding are developed in others. Andrea also values the support from professional colleagues to whom she refers clients, as they act as an informal support network for each other.

**Advantages of a personally driven career pathway**

Andrea has been able to exercise a lot of choice in a wide ranging and varied career. She has been encouraged to publish more, and she would like to offer more lectures, possibly delivered as weekend modules, so that she has time during the week to concentrate on her private clients.

So what would Andrea's advice be for others who may be interested in following a career into complementary therapies?

“Healthcare professionals are taking more notice of the value of complementary therapies, so I can say that I'm very happy that I took the career decisions I've made over the past 25 years. It's a very good feeling to be able to pass on what I have learned to doctors, nurses and other healthcare professionals as complementary therapies have become more widely recognised in the medical field.”

“It has taken a lot of hard work, and many years of study to get where I am. And every moment has been worth it.”

For further information visit [www.holisticphysiotherapy.org](http://www.holisticphysiotherapy.org)

## CASE STUDY: BMI Healthcare



### The organisation

BMI Healthcare is one of the UK's largest private health care providers. It has over 60 acute care private patient hospitals and outpatient centres around the UK and over 2,700 beds. BMI hospitals have an enviable reputation for providing excellent medical and surgical facilities within pleasant and comfortable surroundings, supported by state-of-the-art equipment and a high standard of nursing care. BMI is committed to providing a consistent, high quality service to local communities and is proud to be 'The Consultant's Choice'.

### The challenge

To maintain and strengthen its position in the market under challenging economic and market conditions, BMI Healthcare recognises it must:

- Attract, develop and retain high calibre theatre practitioners where there is currently a national skills shortage.
- Continue to deliver exceptionally high levels of patient care within more stringent commercial constraints.
- Provide programmes that will attract high quality Registered Nurses (RNs) to BMI Healthcare.
- Provide robust training and development programmes for all new Health Care Assistants (HCAs) to ensure a standard level of competence.
- Fulfil its employer brand as 'A magnet for the best'.

### The actions

BMI Healthcare aims to overcome this challenge through increased investment in its people and by cultivating a strong ethos to 'grow our own' talent. This will also allow BMI Healthcare to create succession plans for the future. A range of training and development programmes have been designed and launched to meet the needs of BMI's nursing population. The courses are intended to ensure that all staff are trained to deliver high standards of clinical and patient care. BMI Healthcare is actively seeking formal accreditation for these training courses.

HCA Foundation – Ward	A mandatory 12-week training programme for HCA recruits new to healthcare. Week 1 includes a 5-day course of practical learning sessions, augmented by two further learning days in weeks 4 and 8. A qualified mentor is assigned to each HCA on their return to their hospital to guide them through the programme and carry out their final assessment.
HCA Foundation – Theatre	Introduced in April 2009, this 12-week Theatre Foundation Training Programme for HCAs and RNs has a similar format. It equips HCAs and RNs with the necessary skills and knowledge to settle quickly into this new and exciting environment.
HCA Advanced	An additional suite of specialist modular competences enable hospital managers to select their HCAs' training according to local patient demand.
Theatre Practitioners	A range of programmes for anaesthetics, scrub and recovery. An accredited Anaesthetics course for RNs who wish to specialise in this area is being provided through Kings College, London.
Preceptorship	Commencing in autumn 2009, the Preceptorship Programme provides support and guidance for newly qualified RN staff during the first few months of their career, at a time when they experience significant changes in their role.
Return to Practice	A summer recruitment initiative aims to entice parents whose NMC registration has expired to return to nursing in September when their children return to school.

## CASE STUDY: BMI Healthcare



### The response

The HCA Ward and Theatre programmes have received enthusiastic feedback from participants, mentors and hospital managers alike.

*“I now understand the reasons behind why I do what I do.”*

HCA, London Region

*“I can now undertake more complex tasks... the HCA I mentor is performing her role so reliably.”*

HCA Mentor

*“It has really given them (HCAs) confidence and a greater understanding of what they should be doing, which can only benefit the patients. It's a fantastic initiative!”*

Kimberley Pierce, Executive Director, BMI  
The Clementine Churchill Hospital

### The benefits

The training programmes have:

- Increased the competence and confidence of BMI's HCA population consistently to deliver better quality daily patient care.
- Released RNs to focus on being clinical experts.
- Reduced use of agency staff so that patients receive a more consistent and higher standard of care for less cost.
- Helped to overcome the shortage of theatre practitioners through developing, nurturing and retaining the skills of staff in theatre.
- Helped to meet skills mix targets.
- Enabled participating staff to take greater professional pride in their work and show increased loyalty to the Company.
- Improved Patient Satisfaction scores in standards of nursing care year on year. 98% of patients would recommend BMI hospitals to family and friends.

### Conclusion

BMI Healthcare believes that training is a positive, motivating force that benefits individuals and the organisation, and ultimately enhances the patient experience. Its staff are benefiting from structured programmes that build confidence, release potential and enable motivated individuals to progress further in their careers.

For further information, please visit [www.bmihealthcare.co.uk](http://www.bmihealthcare.co.uk)



## CASE STUDY: Bupa Home Healthcare



### The organisation

Bupa Home Healthcare was established in 1975 as Clinovia, the first provider of comprehensive high tech and specialist pharmaceutical home care in the UK. The company was acquired by Bupa in December 2006, and rebranded as Bupa Home Healthcare in 2008. It provides a fully integrated approach to home healthcare provision and supports thousands of patients on behalf of the NHS, private healthcare and social and educational organisations UK wide.

### The challenge

The organisation has a strong track record in providing highly technical clinical care and its local nursing and care teams deliver a wide range of community nursing care and clinical support. Services include long-term condition management, home parenteral nutrition (HPN), oncology and palliative care, complex care packages individually tailored to clients' needs, and a chronic obstructive pulmonary disease home service.

Bupa Home Healthcare prides itself on offering home-based therapies and treatments that traditionally have been administered in a hospital setting. Suitably skilled employees have a vital role to play in delivering services now being developed for home care, to provide a more appropriate and convenient service for the patient.

### Why develop staff?

Bupa Home Healthcare recognises that it is vital staff groups have the right skills and expertise to provide high quality care. Staff develop a partnership approach with patients, carers and families to enable individuals to enjoy a better quality of life and independent living. Effective training and development is an important element for all those working within Bupa Home Healthcare's nursing and clinical teams, who include:

- Lead Nurses
- Nursing Care Coordinators
- Community Staff Nurse
- Oncology Nursing team
- Healthcare Support Workers
- Phlebotomists
- Long-term Condition Management Facilitators and Mentors

### Developing staff – the process

Competence based education and training is provided for all clinical staff. This commences with company, departmental and role specific Induction and is followed by skills-based education and training, supervised practice and competency sign off. Education and training is delivered throughout the country and is regionally based. A team of Trainers and Specialist Leads have been developed in the clinical teams, who are responsible for remaining up to date and delivering the training to the staff. All Trainers and Specialist Leads have a teaching and assessing qualification.

## CASE STUDY: Bupa Home Healthcare



Training and development at Bupa Home Healthcare:

- Clinical Skills programmes incorporating education and knowledge, self directed learning, skills-based competency checklist and competency to practice declaration
- The Health Care Support Worker (HCSW) Foundation Induction programme is accredited through Bournemouth University as part of a distance learning course
- All clinical staff have a minimum of between 5 and 8 training days per year to ensure knowledge and practice skills remain up to date
- All staff are required to undertake clinical supervision and a programme of training is undertaken by supervisors and supervisees
- New e-learning programmes are being developed to enable staff to access education and training via the web.

### Development of education and training

Healthcare Support Workers are one group benefiting from current work to incorporate the QCF system of accredited training into the Induction programme for Healthcare Support Workers. This will enable all Healthcare Support Workers to obtain QCF in Health and Social Care level 2. There will be opportunities for those with more experience and with additional responsibilities to complete QCF in Health and Social Care level 3. Some Healthcare Support Workers have already obtained a Certificate in Education (equivalent to QCF level 4) in 'Caring for a child or adult with complex and continuing health needs', a distance learning course developed in partnership with Bournemouth University

### An employee's perspective – Laura Airs

Laura started working for the organisation in 2004 as a Healthcare Support Worker. Since then, she has had the opportunity to develop her clinical skills and was promoted to Senior Healthcare Support Worker. She completed her Certificate in Education and found that the two year undergraduate course helped her to relate a lot of reasoning behind her job role to her daily tasks.

Although Laura completed the qualification two years ago, she has not stopped her personal learning journey, as Bupa Home Healthcare continually invests in developing the skills of its employees:

“Annually we all undertake mandatory training to update our knowledge and skills. I was approached and took on the role of teaching Health & Safety/Fire Awareness to employees and new recruits in the South West. Now I also teach the monthly updates for Infection Control & Food Hygiene, which means I get to meet other employees across my region which I always enjoy and find interesting.”

“The company is pro-education and training and supportive of personal progression, and I can still say four and a half years on, I still enjoy my job very much. I have learnt a lot of new skills and progressed in my work, and I would like to progress and develop my skills in other areas, should the opportunity arise.”

For further information about Bupa Home Healthcare visit [www.bupahomehealthcare.com](http://www.bupahomehealthcare.com)



## CASE STUDY: Care Principles



### The organisation

Care Principles is a national organisation, with hospitals spread from Yorkshire in the North of England down to Devon in the Southwest. It provides specialist Assessment & Treatment and Rehabilitation for adults with Challenging Behaviours associated with Learning Disability, Personality Disorder and Autistic Spectrum Disorders including those with a forensic background. The organisation employs 1500 people in a wide range of disciplines: psychiatrists, psychologists, social workers, registered nurses, care staff, administration and support staff.

There is a centralised training function within Care Principles which creates the training strategy: aligning all training activities with the needs of the business. The organisation also has dedicated Lecturer Practitioners and QCF & Mentorship Coordinators at the larger sites which provide a myriad of training interventions for all the professions at each site. All sites have developed strong links with local colleges of education and other training providers to ensure training is of the highest quality.

### The challenge

Care Principles faces a number of challenges when it comes to training and developing the staff. The geography of the organisation is one factor and the organisation is proud of the ability to ensure consistent high quality training for all its staff across the country.

The need to provide timely, cost-effective training to the large number of different professions within the service is another factor and to meet the needs of new staff who join the organisation with no previous experience in healthcare to bring them up to the high standards required.

Another challenge is ensuring that Continuing Professional Development is available for all staff, which is meaningful and the learning can be shared back in the workplace. There is also the financial challenge of releasing staff from the workplace to attend training and ensuring all staff receive their statutory and mandatory training.

### Why develop staff?

First and foremost the reason why Care Principles develop staff is to ensure the delivery of the highest possible standard of care to all the patients and service users.

Other reasons are:

- To attract, engage and retain the best people whatever their role
- To ensure that the ever-changing needs of people continue to be met as the business develops
- To provide staff with the opportunity to increase their skills, helping them to advance if they wish.

## CASE STUDY: Care Principles



### Developing staff – the process

All staff attend a full induction programme upon joining the organisation. The programme is consistent across the organisation and equips new staff with the knowledge they need to get up to speed in their roles as soon as possible. Every member of staff, when they complete the Induction Programme, will have received all statutory and mandatory training relevant to their role.

Before working with the patients, all staff who have patient contact receive de-escalation, disengagement and restraint training.



All care staff complete 2 units of the Learning Disability Qualification, which are accredited with the Open College Network. They are assigned a mentor who helps them work through the award during their probationary period and all nurses receive a period of Preceptorship and on-going Continuing Professional Development.

All staff have annual statutory and mandatory refreshers and receive regular supervision and have an annual Performance Appraisal at which a Personal Development Plan is created and reviewed. There is a Competency Based Framework in place for care workers, and soon to be introduced for nurses, which enables staff to take ownership of their development and offers them a visible and attainable career path. The organisation has recently introduced a modular Management Development Programme which uses blended learning to flexibly deliver essential management skills to nurse managers.

### The results

Care Principles receives very positive feedback about its Induction process. Participants start their jobs having had the best possible introduction to their role. Despite operational challenges, the organisation is improving and increasing training and development opportunities, particularly management development for staff. This enhances confidence and job-satisfaction which, in turn, helps with staff retention and ensures excellent patient care.

### Lessons for others

It is very important to ensure that the Induction Programme meets all the needs of all new employees joining the organisation and that the Training Strategy is focused on the organisation's business objectives whilst retaining the flexibility to meet the career aspirations of the employees.

Care Principles has established links with local education and training providers training and this has assisted in accessing available training funding.

### Case study

Emma, who is a nurse by background, joined Care Principles as a Lecturer Practitioner at the secure hospital in Kent and Emma's ability and commitment has been recognised and supported throughout her career with Care Principles. This has enabled her to escalate through the ranks, via being Head of Nursing, to the position of Hospital Director.

Emma's success story is just one of many where people have joined the Independent Health Sector and fulfilled their ambitions to progress their career.

For further information please see [www.careprinciples.com](http://www.careprinciples.com)

## CASE STUDY: Care UK



### The organisation

Care UK is a leading provider of health and social care services in England, Scotland and Wales. The company is the largest operator of independent sector treatment centres in the UK and is also very active across a wide spectrum of primary care services as well as providing a broad range of social care services. The company employs more than 14,000 staff.

### The challenge

Care UK recognises that learning and development are essential to recruiting and retaining the best staff. Its training programmes help staff achieve their full potential while making sure that service users receive the finest care and service available.

Care UK's Secondary Care division, as the leading provider of Treatment Centres to the NHS, is dedicated to improving patients' quality of life. It is constantly exploring new ways of working and improving the service it offers, based on the belief that every person can make a difference. Care UK is committed to giving all staff the right knowledge and skills to deliver high quality care to service users.

### Why develop staff?

Staff recruitment is one of Care UK's highest priorities, because staff are crucial to the future success of the organisation. The skills, competences and hard work of all staff underpin its ability to deliver high quality care, teaching and services. Since development and training are the key to effective recruitment and retention, Care UK has dedicated resources to bring the best out of its workforce. It also takes an active role in training and developing UK nursing and medical students by providing practice placement settings for pre-registration university students.

### Developing staff – the process

All staff follow a structured induction programme designed to meet the organisation's statutory and mandatory training requirements. Mandatory training is provided on site at all Treatment Centres.

Training and development opportunities include:

- Health and social care QCF awards level 2 to 4, including the registered manager award
- Diploma, degree, Master's degree programmes in clinical practice, advanced practice, quality in healthcare, emergency nurse practitioner, Masters in Business Administration, Health Management.
- QCF Assessor and internal verifier awards
- Clinical supervision with mentorship training
- Medicines management
- POVA and child protection
- Care and support of older people

## CASE STUDY: Care UK



Individuals' needs are identified informally through work practices, and formally through personal development plans. Most Treatment Centres provide National Vocational Awards (Level 1, 2 and 3) for clinical and administration staff on site. Anyone wishing to work towards a relevant degree is supported by Care UK financially and via study days.

### The results

There are clear links between staff training and education and Care UK's continued efficiency and profitability. Training allows new and existing knowledge and skills to develop, and this leads to better patient care. Care UK's commitment to training and development has reduced staff turnover. Practice placements for students have created positive partnerships in the community.

### Lessons for others

It's crucial to ensure that opportunities for training and education are implemented fairly and consistently across the company. The responsibility for a staff member's long-term professional development is shared between the individual and Care UK.

### An employee's perspective – Agnes Chirozvi

Theatre scrub nurse, RN Agnes, was identified as a 'high flyer' by the quality of her work and her performance appraisal. She wanted to move into a more managerial and strategic position. Appropriate training and development needs for this move, pinpointed during her appraisal, were noted on Agnes' personal development plan. She was then assigned a mentor to support her through the process, and Care UK provided financial support and study time to help her achieve her goals.

Agnes completed a module on peri-operative care and a Mentorship in practice course at a local university. After a successful stint as a link nurse responsible for organising training in theatre, she spent three months helping the Clinical Services Manager to develop a risk and quality strategy for a Treatment Centre. During this time she had further Health and Safety training, successfully completing an IOSH course.

Agnes is now a full time Risk and Quality manager, responsible for health and safety, infection control, and training. She was given the chance to complete her NVQ assessor's course, and is now finishing an Infection Control degree at University. She has requested more practical experience to develop as a risk manager, so Care UK has given her access to infection control and health and safety audits within the wider organisation.

Recognising Agnes as a high flyer and giving her the opportunity to develop to her full potential has helped Care UK to continue delivering excellent service to patients, service users and the community.

For further information about Barlborough NHS Treatment Centre visit [www.barlboroughtreatmentcentre.nhs.uk](http://www.barlboroughtreatmentcentre.nhs.uk) or for information on Care UK visit [www.careuk.com](http://www.careuk.com)

## CASE STUDY: HCA International



### The organisation

HCA International is one of London's leading providers of independent healthcare. It owns and operates six hospitals and four outpatient medical centres which have some of the highest patient outcome and survival rates in the UK. The organisation has internationally recognised Centres of Excellence for cardiac care, neurology, women's health, IVF and fertility. It also runs one of the largest and most advanced private cancer networks in London.

The group employs more than 3,000 specialists in private practice and treats over 200,000 patients every year. It also employs over 1,000 registered nurses and midwives, with up to 100 Bureau Nurses employed on annualised hour contracts available to work flexibly across all the hospitals. In addition, the company's temporary staffing bank comprises around 1,000 nurses and midwives together with many more Allied Health Profession and non-clinical bank members.

### The challenge

HCA's nurses and midwives play a vital role in the organisation. The organisation's ambition is to provide the highest possible quality of care at every level. This cannot be achieved without high calibre nurses and midwives who shape the patient's experience. In order to maintain its reputation for excellence, the group is dedicated to recruiting and retaining the very best nursing staff. To this end, HCA has recently published its third three year corporate Nursing and Midwifery Strategy for 2009-2012.

### Why develop staff?

HCA is committed to the idea that high quality patient care derives from an educated and supported workforce. In order to achieve this, the company has developed a 'Skills Escalator' approach to clinical education. This allows new staff to enter the service from any route or qualification and develop and expand their skills, moving from novice to expert clinical practitioner. In this way both HCA and its staff reap the benefits of training and development.

### Developing staff – the process

Clinical education for staff and professional assessment and appraisal are competence based, and HCA has worked with Skills for Health, in developing competences. In 2008 two new staff development initiatives were launched:

The first is the HCA Degree Programme for nurses and midwives, which will be available to other clinical staff in the future. The degree is provided in partnership with Thames Valley University, and has been designed for staff working in independent sector healthcare. It includes a mandatory module covering topics such as: the development of independent healthcare in the UK; private and public sector partnerships; regulatory frameworks, governance and quality; financial resourcing and management; cultural influences in independent healthcare.



## CASE STUDY: HCA International



The second staff development initiative is a graduate programme for newly qualified Registered Nurses. Two cohorts commenced the programme in 2008, and 15 participants are now on the year long course. A range of additional graduate programmes lasting two years, designed for nurses who want to work in clinical specialties, commence in 2009.

HCA's QCF Assessment Service is accredited by City and Guilds to award QCF qualifications in care at level 3, and in clinical management skills at level 4. The group also runs a Clinical Education Centre in central London, staffed by expert tutors. It provides a wide range of multi-disciplinary clinical education and training opportunities for staff. As part of a higher education institution partnership with Thames Valley University, NHS pre-registration student nurses undertake clinical allocations at all six of the group's hospitals. All HCA tutorial staff have Associate Lecturer status with the University, and staff on courses run with the University have access to its academic facilities.



### The results

The broad range of specialist training available to HCA employees ensures that nursing staff are trained to the very high standard required to maintain the group's position as a Centre of Excellence. By offering improved development opportunities and more interesting and varied roles, HCA has become an employer of choice in London for clinical staff and provides outstanding care for patients. Indeed, the company as a whole was recently awarded Healthcare 100 status as one of the top 100 healthcare employers in the UK.

### An employee's perspective – Leanne Woo

Leanne Woo gained a diploma in higher education and adult nursing at Thames Valley University before starting the HCA specialist graduate nurse programme. The course includes oncology, critical care, neurosciences, paediatrics and cardiac care.

Leanne was delighted to have the opportunity to develop specialist skills knowledge and explained:

*“My interest in haematology attracted me to the programme. I wanted to work somewhere that had this speciality and Harley Street Clinic has a good reputation. But I also like the fact that you rotate around through oncology and haematology. I have found the course to be well structured. There is a lot to take in during the first week, but it gets easier as you go along.”*

For further information visit [www.hcahospitals.co.uk](http://www.hcahospitals.co.uk)

## CASE STUDY: InHealth



### The organisation

InHealth is one of the UK's leading healthcare providers, dedicated to providing accessible and efficient healthcare services when and where they are needed.

Waits for diagnostic tests are one of the key bottlenecks in the patient pathway. InHealth specialises in providing modern, efficient diagnostic and imaging services, improving patient access and helping Trusts, SHAs, PCTs, GPs and other healthcare organisations meet their target of 18 weeks between a patient's first referral and treatment.

InHealth works predominantly within the NHS, but also meets the needs of independent healthcare providers. It has more than 700 contracts with NHS partners, including strategic health authorities, acute trusts, mental health trusts, primary care trusts, general practitioners and independent providers.

With extensive experience of designing, building, equipping and staffing high quality facilities, InHealth tailors its service to meet the specific needs of its customers. InHealth provides tried and tested solutions for GP direct access diagnostics, and runs the London NHS Diagnostic service and the NHS PET/CT Diagnostic Imaging Service. The company's service is underpinned by robust clinical processes coupled with a rigorous commitment to quality.

### The challenge

Clinical excellence is the bedrock of InHealth's services, and is achieved by a skilled and motivated workforce, guided by appropriate clinical governance. These elements combine to deliver market-leading clinical services that offer value for money to partners and their patients. The continued recruitment and development of motivated and skilled staff is essential to InHealth's continued success.

### Why develop staff

InHealth places a high priority on training and education. The organisation's training and education programme exists to provide support and development for staff, equipping and empowering them to perform their roles effectively. Development not only enables staff to work effectively, giving them the necessary skills and confidence, but also ensures that they remain committed to delivering the highest possible standards of care.

As well as providing in-house courses, InHealth is strongly committed to supporting staff who want to pursue relevant personal study. Continuing professional development (CPD) is also actively encouraged and supported. All InHealth staff attend annual Essential Training Days, receiving training in key skills such as 'Basic Life Support' and 'Safe Moving & Handling'. In addition, clinical staff receive training in technical competencies, IV drug administration, intermediate life support and much more.



## CASE STUDY: InHealth

**An employee's perspective – Aarti Shah**

Aarti came to London from Kenya in 2005 to study for a BSc in radiography at City University. She joined InHealth in 2009, and underwent Corporate Induction, which give her an overview of the company's functions and aims. Within two months she began a Competency Assessment, which gave her the opportunity to gain basic knowledge of MRI and MRI protocols. The assessments helped her develop a more detailed understanding of why they use certain sequences for the particular body part and what each sequence is good for looking at. It also helped to freshen up her anatomy knowledge.

She then attended a two-day in house Basic MRI Theory Workshop gaining an insight into the physics of MRI, the anatomy and pathology of specific body parts, and variations in protocol for certain pathologies. This was followed by a College of Radiographers approved IV course, which will enable her to cannulate and inject patients. This is enhancing Aarti's CPD and will also help to release her colleagues to perform other important tasks, whilst reducing their workload.

Initially Aarti found her role very demanding:

*“The first few weeks were challenging especially because it is a very busy environment. The most challenging part for me was and still is the variations required in the protocols dependent on what we see on the scan. I am slowly overcoming these through experience and with the help of my colleagues.”*

She feels that the support structure within InHealth is essential to her success, and has given her a valuable different experience in radiography:

*“I have received great support from the company in terms of training and them checking up on me as to how I am doing and whether I have any issues or problems. My co-workers have given me tremendous support these past few months. They have been very patient with me and taught me a great deal. I am where I am now due to their support and a little hard work.”*

*“I would definitely recommend graduate radiographers go into the independent sector. It is a very different experience, there are a lot of benefits and they are quite flexible.”*

For further information visit [www.inhealthgroup.com](http://www.inhealthgroup.com)

## CASE STUDY: King Edward VII's Hospital *Sister Agnes*



### The organisation

In 1899 sisters Agnes and Fanny Keyser established King Edward VII's Hospital *Sister Agnes* – forming a hospital for sick and wounded Officers returning from the Boer War. The Hospital moved in 1948 to its current location in Beaumont Street, London, when it was officially opened by HRH Queen Mary.

Today, King Edward VII's Hospital *Sister Agnes* is a totally independent, acute charitable hospital, registered with the Care Quality Commission. It offers a combination of medical excellence, modern equipment and facilities and the highest standards of care for the benefit of its UK and international patients. With 240 hospital staff and 180 consultants, the hospital provides a wide range of services, which include critical care and general surgery, through to orthopaedics, abdominal/colorectal surgery and gynaecological services.

Recognised by Investors in People, the Hospital places high value on developing its employees to improve performance at individual, departmental, and organisational level. It recognises that providing an exceptional level of care to patients can only happen if clinical and non-clinical staff are developed to the highest level.

The independent healthcare organisation supports staff through education and training to progress their career development, as demonstrated by the Hospital's Discharge Coordinator Sabina Kelly.

### The challenge

In pursuit of a personal ambition to develop herself and with the support of the Hospital's Matron Caroline Cassels and Unit Manager James McStraw, Sabina decided to enrol on a BSc (Hons) degree in Nursing Practice with a speciality pathway in Gerontology.

Sabina had recognised an ageing population is a national challenge. She saw part of the solution requires nurse leaders who are sufficiently qualified to optimise health and social care, and that the challenges for delivering care in the independent sector are the same as for the NHS. Studying the distance learning programme (whilst working full time) was a challenge, but one definitely worth the hard work and sacrifice, as Sabina explained:

“The RCN/OU (Royal College of Nursing/Open University) Alliance distance learning degree programme has facilitated and given nurses like me opportunities to access higher education, who may, due to commitments, have been otherwise unable to study further.”

“Since obtaining the degree my career has developed in many ways. It has enabled me to speak at a parliamentary venue, such as the House of Commons representing the RCN as a student and at Addenbrookes Hospital, The Independent Healthcare Advisory Services and I attended a meeting at the Welsh National Assembly.”

“One of my greatest achievements was inviting the Chief Nursing Officer, Dame Professor Chris Beasley to our hospital and organising the event. It was a very successful visit and I was privileged enough to present a talk on 'My Vision of Future Healthcare Delivery'.”

## CASE STUDY: King Edward VII's Hospital Sister Agnes



### The results

Since successfully completing the degree in 2008 Sabina has been able to put her learning into practice in her role as Discharge Coordinator at the Hospital. She has played a vital role in revolutionising discharge procedures at King Edward VII's Hospital Sister Agnes and has found the skills developed through her degree invaluable.

Personal achievements of the staff member

- Able to speak with an authoritative and learned voice about speciality topics
- Developed research and knowledge skills related to holistic person-centred care
- Encouraged to develop personal leadership qualities
- Satisfaction from mentoring and nurturing nurses who in turn can develop their own learning pathways.

Benefits to King Edward VII's Hospital Sister Agnes

- More confident member of staff
- Bringing knowledge and understanding of best practice in delivering services for older people
- Helped to create opportunities for nurse led initiatives
- Raised profile of independent sector and its high quality services
- Showcased opportunities in the Hospital for staff personal development.

As well as realising her personal ambitions, Sabina has also been able to contribute to improving care of older people, and help develop fellow employees, as she explained further:

*“My journey has not been just about achieving and innovating. It has also been about developing ways to share learning and knowledge with others and inspiring nurses to create, lead, influence and innovate.”*

*“I believe that nurses who continually professionally develop educationally are the future leaders of nursing and the profession needs strong leadership in order to assess and improve the delivery of person centred care. They need to be embedded at the highest level of organisational culture in order to advocate their own profession, patient care and patient experience.”*

### Lesson for others

Both Sabina and King Edward VII's Hospital Sister Agnes have benefited from a partnership approach to career development.

Sabina is passionate about the importance of developing nurse leaders within the nursing profession and her personal aim is to continue to implement the knowledge she has gained into the Hospital in the form of various projects and teaching packages. And Sabina's final word?

*“I believe the degree has impacted on my life – I have grown in stature and confidence, and I have developed a passion to impart knowledge, beliefs, values and vision to other healthcare professionals, in order to provide a nurturing collaborative culture in the workplace.”*

For further information visit: [www.kingedwardvii.co.uk](http://www.kingedwardvii.co.uk)

## CASE STUDY: Nuffield Health



### The organisation

Nuffield Health is the largest trading charity in the UK and has been taking care of people for over 50 years. It holds a unique position in the health sector and prides itself on being able to challenge the status quo, anticipate and adapt quickly to emerging needs, and seek better ways of doing things for its customers.

Nuffield Health delivers services from more than 200 locations across the UK including 30 hospitals, 53 fitness and wellbeing clubs, health assessment centres and client workplaces. Through the purchase of Cannon's gyms, and the evolution of Nuffield Hospitals, Diagnostics, Proactive and Mobiles, it has become Nuffield Health, offering a wide range of health services.

Its customers are at the centre of the organisation's activities and it provides services that are personal and tailored to each individual. It works with its customers to look after their needs and help them make informed decisions to better manage their health.

Although it charges fees for its activities, any surplus is reinvested into improved services and facilities. This includes investing in staff to ensure the highest quality of patient care is delivered.

### Why develop staff?

A recent report has said,

“Independent healthcare providers offer plenty of training opportunities for staff, contrary to perceptions that the career development of nurses may be hindered within the sector.” *Nursing Times (Evans, 2007)*

Nuffield Health is one such organisation which sees the development of its staff as a priority. Clinical staff have the opportunity to further their education and develop into advanced roles such as Clinical Nurse Specialist and Management roles.

Other training and development opportunities within Nuffield Health include:

- QCF qualifications, Diploma, Degree, Masters Degree and PhD programmes.
- Learning and Management Programmes.

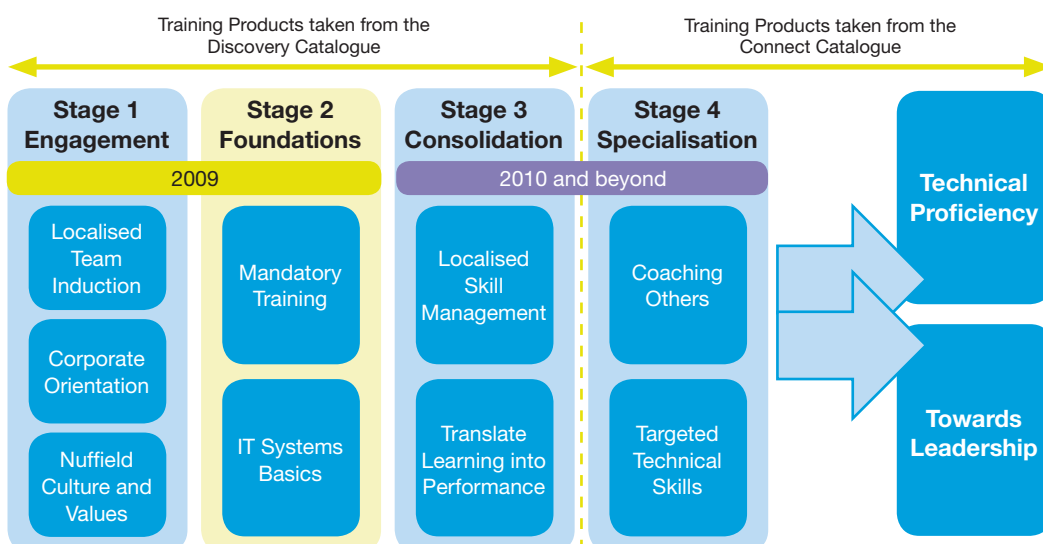
All staff can access online education and mandatory training while in the workplace or from home.

## CASE STUDY: Nuffield Health

### Developing a bespoke programme

Nuffield Health aims to be at the forefront of 'lifelong learning', encouraging its employees to pursue development opportunities, and aspires to being the employer of choice. The organisation has created a 'Nuffield Diploma in Healthcare'. The diploma will be worth at least an QCF level II (5 GCSEs), and flexible enough to be built on by the learner pursuing higher awards, in or out of the workplace.

The key benefit is that every new employee will benefit from an inclusive induction programme with constant reinforcement of role based skills. The classroom based learning is broken into smaller modular units designed to support the employee throughout the critical first 12 weeks of service, delivering learning at the point their specific role requires it. This allows the employee to emerge from the induction process with a carefully supported skill set that requires less support, enabling them to integrate with the existing workforce faster.



The 2009 prospectus has focused specifically on achieving Stage 2 for all staff. A review will be conducted with the organisation's Group Training Forum and the wider business to establish the correct time to progress to the next stage, in future prospectus years.

Nuffield Health has also worked with Skills for Health to develop a competence based approach to role and service redesign. Using competences around use of syringe drivers, managers created a training package for all their nurses. The training was effective, straightforward to administer and led to reduced errors and improved levels of service to patients.

### Benefits of training staff

- Improved patient safety
- Greater flexibility to develop team according to patient need
- Expanding roles support career progression for staff
- Better support for team and individuals.

For further information visit [www.nuffieldhealth.com](http://www.nuffieldhealth.com)



## CASE STUDY: Ramsay Healthcare



### The organisation

Ramsay Health Care had already been operating in Australia for over 40 years when they entered the UK market in 2007. With a UK portfolio of over 30 hospitals and day surgery facilities plus three neuro rehabilitation centres, Ramsay Health Care UK is now one of the largest providers of independent hospital services in England, providing care to privately insured, self funding and NHS patients. The organisation employs over 3,500 staff and provides a comprehensive range of services from orthopaedics and general surgery to cardiology and oncology.

Ramsay has 10 Independent Sector Treatment Centres delivering primarily NHS surgical and diagnostics services as part of the local NHS delivery plan. The organisation also provides self funding services focussing on cosmetics, well man and woman services such as sports injury, snoring and weight management, as well as 24 hour nursing care and therapy services in specialist rehabilitation homes, for adults with complex neurological conditions.

With such a wide range of services, training and development is vital to Ramsay Health Care UK. The organisation recognises that it is important to provide opportunities for employees to learn, to develop and succeed in achieving their full potential. Ramsay's approach to training and personal development goes much further though, thanks to partnerships between their Independent Sector Treatment Centres and the local NHS.

### Contributing to better care for patients

Mr Cyril Marek is consultant orthopaedic surgeon at Blakelands and Horton NHS Treatment Centres. He presents a clinician's view of how Ramsay's Independent Sector Treatment Centres are making an important contribution to patients, the wider NHS and offering a unique training opportunity for those in the medical and healthcare workforce:

“Independent Sector Treatment Centres (ISTCs) provide additional capacity, and help reduce waiting times for NHS patients. ISTCs' waiting times can be as little as two weeks and, while they in no way claim to be the sole explanation, will have contributed to the achievement of 18 week targets.”

“But ISTCs contribute to today's NHS much more than this. As a Consultant working at the 'coal face' of the NHS in two busy ISTCs, I have seen these centres become a true part of the healthcare landscape, providing benefits both to patients and to the wider NHS.”

### Unique training for the NHS specialists of the future

“More and more ISTCs offer junior doctors' training, expanding the diversity of experiences available to the specialists of the future. Trainees at our sister facility, Clifton Park ISTC in York, have been benefiting from such training for three years. As well as learning from seconded NHS Consultants in a completely different setting, the trainees are involved in 30 to 40 per cent more cases than they were at the local district hospital, providing invaluable hands-on experience.”

“Student nurses, Physiotherapists and Radiographers also benefit from increasing ISTC training opportunities. As well as technical skills, such partnerships promote shared learning between the independent sector and the NHS, whose services are becoming increasingly integrated.”

## CASE STUDY: Ramsay Healthcare



## Training agreement has benefits for all

Clifton Park NHS Treatment Centre opened in January 2006, as part of a national contract run by Ramsay Health Care. The facility soon exceeded expectations, treating even more NHS patients than anticipated, and achieving a consistently high level of patient satisfaction.

Clifton Park always intended to become an integral part of the NHS community, and started taking on junior doctor trainees, who are all specialist registrar grade or above, in April 2006. The intention was that Clifton Park would be able to offer new opportunities for junior practitioners, as well as for patients, and it has succeeded in delivering on its promise.

Debbie Craven, General Manager for Clifton Park, has found the training agreement beneficial for the treatment centre staff as well as the trainees. Debbie explains:

*“Having trainees at a hospital helps to facilitate a learning environment. The team really enjoys working with the junior doctors, student nurses, student physios and student radiographers. Importantly, the agreement enables NHS trainees to experience working within the independent sector, which is becoming an increasingly significant provider of NHS care.”*

## Lesson for others

Taking a positive approach to shared learning means that medical and healthcare practitioners benefiting from Ramsay Health Care UK's programme are able to develop a better understanding of shared delivery of services across different healthcare providers. Knowledge sharing by ISTCs also stretches to primary health practitioners, with facilities holding education evenings for GPs and other community practitioners. Such activities, with topics ranging from sports injuries to arthritis management, also facilitate shared learning, as well as better relationships between local experts. ISTC Consultants have also contributed to national healthcare issues, ranging from NICE guidance, to Joint Advisory Groups.

This is a model that Ramsay Health Care UK is proud of and one which it hopes offers an example for others to follow.

For more information visit [www.ramsayhealth.co.uk](http://www.ramsayhealth.co.uk)



## CASE STUDY: Royal Hospital for Neuro-disability



### The organisation

The Royal Hospital for Neuro-disability (RHN) is a London-based national medical charity which employs 690 people. It offers assessment, treatment and care to adults over the age of 18 who have profound disabilities as a result of neurological damage or disease. By providing specialist assessment and multidisciplinary clinical rehabilitation services, the hospital transforms the independence, confidence, dignity and quality of life for patients with brain injury and neurological diseases.

RHN has 260 beds for provision of long stay, short stay, rehabilitation, respite and day care. Because of the complex nature of neuro-disability, the hospital employs a broad spectrum of clinical staff. These include doctors, nurses, physiotherapists, speech and language therapists, music therapists, clinical psychologists, social workers, dieticians, chiropodists, dental hygienists, pharmacists, biomedical engineers and radiographers.

### The challenge

The hospital's main challenge is recruiting high calibre staff who want to take advantage of the educational opportunities on offer. It is eager for more staff, particularly registered nurses, to complete higher degrees and Masters courses, and has support systems in place to facilitate this.

### Why develop staff?

Neuro-disability is a highly specialised field, and new staff joining the RHN can sometimes lack the appropriate skills and experience. In addition, overseas nursing staff recruited by the hospital do not always have the same skills sets as UK nurses. In order to provide the highest possible quality of patient care, hospital staff are fully supported at all levels, e.g. offered paid study leave, to gain the skills they need.

### Developing staff – the process

The hospital works closely with local universities and further education colleges to make sure that staff can attend the same courses as NHS colleagues. Tailored QCF qualifications are offered for healthcare assistants, and specialist QCF qualifications for physiotherapy and occupational therapy assistants. There are also on-site splinting, BOBATH and SMART (Sensory Modality & Assessment Rehabilitation Technique) courses for Allied Health Professionals. Nursing staff have full access to neuroscience courses and other Continuous Professional Development (CPD) courses at Kingston University and Kings College University.

### Current Education and Training Provision

- QCF qualifications
- In house mandatory training including Safeguarding Adults/Mental Capacity/Advanced Decisions
- Multidisciplinary workshops – ethics, end of life care, supporting families
- Range of CPD modules at degree and MSc level
- RCN Leadership courses
- In house management workshops
- e-learning/Podcasts.

## CASE STUDY: Royal Hospital for Neuro-disability



Overseas nurses recruited by the hospital have benefited from education and training courses created to support them. Thanks to these initiatives overseas nurses have demonstrated career progression throughout the hospital. The hospital has also had grants from Strategic Health Authorities and NHS London to fund staff education.

### The results

A recent study into the impact on patient care, as a result of providing CPD for registered nurses, found that staff grew in confidence, leading to a higher standard of care. This finding was backed up by the nurses themselves, as one commented: “I have been able to implement knowledge gained in practice.” Managers agreed and felt a greater confidence in delegating work to others, which also points to a positive impact on patient care. This small study convinced senior managers of the value of CPD, particularly among nursing staff.

There has also been wider recognition of the organisation’s achievements:

- RHN was awarded the ‘Train to Gain’ Employer of the Year at the 2008 LSC Skills Awards for London
- RHN was featured in the Nursing Times Top 100 Best Employers 2008
- The organisation is included in the Department of Health National Service Framework for Long Term Conditions Good Practice Guide.

### Lessons for others

Education and training should be carefully designed to meet the requirements of an organisation’s strategic aims and values. Organisations should use networks as a useful way of improving the quality of training provision, and recognise that all universities and further education colleges in the UK can give bespoke training, with the right input from the employer. Funding streams may be complicated, but they can deliver real financial rewards which can be used to fund more training and development.

### An employee’s perspective – Lindsay Bañares

Lindsay Bañares graduated from West Visayas State University, in the Philippines, with a bachelor’s degree in nursing, and qualified as a registered nurse in 1995. Lindsay has welcomed the opportunity to develop herself with the RHN’s support:

“I moved to the UK in 2000, completed the adaptation course at the RHN and received my pin number. I was subsequently employed as a D grade staff nurse at the RHN in a long-term ward with patients with neuro-disabilities.”

Since then she has progressed to senior practice development specialist at the RHN and qualified in advanced life support, and is now taking further CPD:

“I am completing an MSc in health sciences dissertation at St George’s University of London. From a personal perspective, I believe my nursing career has progressed since my relocation to the UK. As I have been exposed to exciting and interesting professional situations, I have progressively extended my education and training, while keeping patient care at the forefront of nursing.”

For further information visit [www.rhn.org.uk](http://www.rhn.org.uk)

## CASE STUDY: Spire Healthcare



### The organisation

Thirty-six Spire hospitals provide healthcare across the UK, treating 930,000 patients each year. Employing 7,600 staff working with 3,000 consultants to service 1,983 beds, Spire offers treatment for private patients, funded by health insurance, those choosing to pay themselves and NHS patients under the government's Free Choice scheme. The hospitals provide a wide range of services, from diagnostic and routine investigations, to more complex surgery. Spire hospitals also offer cosmetic and weight-loss treatments and surgery.

### The challenge

Spire's commitment to clinical excellence, patient safety and infection control are important priorities when it comes to patient service delivery. Spire's goals are to be the first choice for Consultants, that patients and GPs trust and recommend the hospitals, and that a Spire hospital is a great place to work

### Why develop staff?

Spire is a unique healthcare organisation because it offers a framework of education and workforce development covering identified patient and service demand. It is similar to most hospitals in that it wants to recruit, develop and retain high calibre staff. When skill shortages or gaps are identified a competency framework is designed to meet these needs.

The real driving force at Spire is its ability to invest in its people. It prides itself on providing training and on-going career development to enable staff to enjoy a genuinely fulfilling career, especially for those keen to develop skills in a multidisciplinary environment. There are great opportunities to join established teams who will assist new employees in gaining vocational qualifications. Everyone has the opportunity to study at their hospital base and new recruits are given an extended and comprehensive competence based induction programme based on Skills for Health competences.

### Developing staff – the process

From the late 1990s, the clinical education team set out to develop educational centres to provide NVQ (now QCF) awards and a degree pathway. Spire was successful in becoming an approved centre offering National Vocational Qualifications with accredited skill development in all assistant roles including operating theatres, imaging or physiotherapy departments and ward areas or decontamination departments. Spire also works in partnership with the University of Huddersfield to offer a BSc (Hons) degree pathway available to all clinical staff. Every new employee is provided with a comprehensive induction, a personal and unique competence portfolio for their role, an annual review system that 'Enables Excellence' and a continual professional development programme throughout their employment with Spire Healthcare.

Spire Healthcare welcomes applications from proactive and positive people with a passion for working with patients and helping them feel better. New employees undertaking an assistant role do not need a healthcare background but will need to have experience of planning work and acting under their own initiative, team working and customer experiences.

## CASE STUDY: Spire Healthcare



### The outcomes and successes

- Spire has increased turnover from £38m in 2005 to £109 million in 2008
- Staff are retained while studying
- Over 250 candidates have achieved an NVQ award qualification
- Over 50 NVQ assessors have achieved their professional awards
- Fifteen graduates have achieved their BSc (Hons) programme
- Fifteen students will begin their final degree year in 2009/10
- Eighty students follow a degree programme or pathway each year
- As a result of resuscitation training, cardiac arrests are reducing year on year while successful resuscitation is continually increasing. Spire staff are truly saving lives.

### Lessons for others

Spire Healthcare has understood the value of offering learning and development programmes for all staff, giving them the opportunity to 'learn as they earn'. This has been recognised across the sector and Spire was named as one of the *Nursing Times* Top 100 Employers in 2008. The Clinical Education Team were finalists in the Laing & Buisson Independent Healthcare Awards 2009 for Excellence in Training.

### Employees' perspective

This is what Spire Healthcare staff say about their career and personal development:

*"I joined Spire Hospital Cambridge Lea in 1994 as a full time, senior radiographer, in a newly commissioned cardiac catheterisation laboratory. I am now responsible for all aspects of the day-to-day running of the angiographic service, having gained promotion to superintendent radiographer and deputy imaging manager."*

*"When my hospital established a breast service, I expressed an interest in mammography and with support and encouragement I successfully completed my training and gained a diploma, which also gave me credits towards a Master's degree."*

*"Spire Healthcare's flexible approach to working hours has enabled me to accommodate my home commitments, whilst maintaining my grade and responsibilities."*

Here are some of the comments that Spire Healthcare employees have made while studying for their NVQ awards.

*"Working towards a NVQ award raised their confidence and morale and provided them with a nationally recognised qualification."*

*"An enormous amount of support was given by the education department providing constant encouragement and feedback."*

For further information visit [www.spirehealthcare.com](http://www.spirehealthcare.com)

## CASE STUDY: Sue Ryder Care



### The organisation

Sue Ryder Care is a UK healthcare charity that specialises in homecare, palliative and neurological care. It provides care and support for people living with serious conditions such as Cancer, Multiple Sclerosis, Stroke, Parkinson's disease, Motor Neurone Disease, Huntington's disease, Brain Injury and Dementia.

The charity employs 1100 staff at eight neurological care centres and six hospices. It also runs eight homecare services employing more than 600 staff throughout England and Scotland.

### The challenge

Sue Ryder Care has a broad spectrum of employees. These include caterers, administration staff, care workers and therapy assistants, and a complex clinical and professional workforce of medical, nursing, allied health professionals and managers. In the quest for better patient care the organisation supports the professional development of its entire staff. This demands a wide and complex range of carefully tailored development and training programmes.

### Why develop staff?

By developing and training its workforce, Sue Ryder Care is able to recruit and retain the broad range of specialist staff it needs to excel in its healthcare role. Long term and end of life care are particularly specialised fields. The staff involved need appropriate, ongoing training and support in order to maintain the charity's high standards and objectives.

### Developing staff – the process

Investment in and support for learning and workforce development come from the Healthcare Directorate of Sue Ryder Care. It has appointed and funded 11 full and part time Educational Leads (EL) at its care centres and hospices. Working with the centre or hospice manager, the Educational Leads identify, meet and deliver staff training needs. In addition, Sue Ryder Care, in partnership with the Royal College of Nursing, has 10 Learning Representatives working in its centres. These people work directly with the ELs to support education and training.

The charity also provides funds to cover 2% backfill for staff released to study, and supports third party spending such as funding for staff attending further education courses, or buying in external expertise when necessary.

In 2006, the charity developed a 'Learning and Workforce Development Strategy' and related work plans to steer training and development in Sue Ryder Care.

All new staff attend a corporate induction programme and workplace induction. Health and safety training is included in a Mandatory and Priority Training Programme immediately afterwards. At this stage any one-off training is clearly differentiated from training that will need reviewing or refreshing. The training programme works alongside the 'Passport to Practice' developed by Sue Ryder Care. This includes the Skills for Care Common Induction Standards for people working in care.



## CASE STUDY: Sue Ryder Care



A programme of local training delivered by Education Leads and adopting a 'cascade approach' to training is on-going and has included:

- Medicines Management training
- Root Cause Analysis
- Reflective Practice sessions to review key critical incidents
- Documentation and record keeping.

In-house training supporting key projects includes:

- Macmillan Foundations in Palliative Care programme to support patients with long term conditions
- Palliative Initiative in Neurological Care using end of life care pathways and Gold Standard framework
- Vocational training through QCF qualifications delivered and supported internally and externally
- Management Training for senior managers, band 6 and 7 nurses, and Homecare services operational managers
- Professional/Academic Training including access to higher education programmes from short courses to doctorates
- Mental Capacity Act and Deprivation of Liberty Safeguards training for all staff to raise awareness of the issues involved
- Verification of Expected Death training programme for registered nurses, rolled out to staff in care centres and hospices.

'Celebrating Success in Good Practice', an annual conference held by Sue Ryder Care, attracts up to 100 staff who share practice development projects with colleagues. The event also enables staff to develop abstract writing and presentation skills.

### The results

The desire for career development among staff is highlighted by the significant number who have taken up the opportunity to develop their skills, add to their knowledge and enhance their continuing professional development, with the full support of Sue Ryder Care. A strong focus on training leads to better trained, more motivated and more confident staff who are able to improve the experience of patients in need of long-term and end of life care, and their families. Thanks to continued improvements in training and development, it is easier for Sue Ryder Care to recruit and retain the best staff for the job.

For further information please visit [www.suerydercare.org](http://www.suerydercare.org)

## CASE STUDY: The London Clinic



### The organisation

The London Clinic opened in 1932 and became a charity-based hospital in 1935. It is a fully equipped acute general hospital that offers a breadth of medical expertise, services and treatments to patients across the UK and further afield. It has 202 beds including 11 Critical Care, 62 Consulting Suites on Harley Street and an out-patient facility in Devonshire Place. Over the past five years The London Clinic has invested over £100 million in the latest medical technology, including Robotic Surgery techniques, Varian Trilogies, a Cyberknife and a GE CT simulator.



### The challenge

When introducing new services, it's crucial to develop the right clinical skills to support better care for patients. In order to support changes in nursing practice the Clinic has developed a Clinical Skills Training Team. The team supports new nursing roles that have not been traditionally developed within the Independent sector. For example:

- Nurse Prescribing
- Clinical Nurse Specialists
- Nurse Practitioners.

Recruitment in central London for highly skilled clinical staff is challenging, and the Clinic aims to recruit and develop experienced and newly qualified staff that will deliver excellence in clinical care. Recruitment is ongoing, with the Clinical Skills Training Team, City University and nursing staff attending recruitment fairs and hosting recruitment days at the Clinic on a regular basis.

### Why develop staff?

Within nursing nationally there are skills shortages for specialist areas such as oncology and intensive care. The London Clinic is expanding and it is recognised that a key component to providing high quality services is the ability to deliver specialised nursing care to support both patients and doctors.

As part of the recruitment and retention plan, the Clinic is providing educational and clinical training support for post graduate nurses as well as for student nurses from City University. The Clinic offers final placements for student nurses and there are also nursing students on elective placements from other parts of the UK. The investment in student nurses is not only a contribution towards nurse training but also a recruitment opportunity for the Clinic.



## CASE STUDY: The London Clinic



### Developing staff – the process

Within the London Clinic the development of nursing careers is not only recognised as a recruitment tool but also as an essential part of delivering a gold standard of patient care.

Clinical staff are supported through their personal development plans, formally and informally. Formal education is delivered through a choice of educational institutions; and clinical skills are taught by the Clinical Training Team supporting clinical practice alongside policy development for all clinical staff. There is a skills laboratory where virtual and practical skills training are taught.

All nursing staff have an annual appraisal where their personal development plan for the following year is discussed; providing the individual's requests meet both the needs of the service and the development of the individual it will be approved.

There is also an extensive training programme within the Clinic delivering national courses recognised by the Royal Colleges, The Resuscitation Council (UK) and the Royal College of Nursing. The Clinical Training Team also teaches externally and has links with the HM Prison Service, School Academies, the NHS and Independent Health Care Organisations.

### The results

The Clinical Training Team has been recognised externally through work undertaken by the initiative of the Key Mentor Forum at The London Clinic, leading to impressive results:

- Critical Care Unit won the Commended Placement of the Year 2007 Award from City University
- The Key Mentor Forum won a 'highly commended' recognition from the Nursing and Midwifery Council in the monitoring of quality assurance measures for all pre registration programmes.

Through the development of clinical skills training, the Clinic has forged close links with many Independent and NHS healthcare providers, leading to cross fertilisation of ideas and practice offering secondments both to and from the Clinic. Nursing staff can now access training enabling them to enhance their clinical skills meeting the demands of advanced medical practice, and leading to improved patient care.

### Lessons for others

Within healthcare institutions there are those who do not recognise how essential education and training are for the development of staff and the clinical reputation of the hospital. At the Clinic, they have successfully overcome barriers to the development and expansion of nursing roles thanks to the dedication of nurses who wished to expand their role and Consultants who supported them. This means the Clinic now has an impressive list of nurse practitioners and specialists. The unexpected benefits have been the links made with Universities, NHS Trusts and Independent Hospitals; and the nursing staff are involved with pan London policy making on Cancer Networks, RCN forums and communities of practice.

For further information visit [www.thelondonclinic.co.uk](http://www.thelondonclinic.co.uk)

## CASE STUDY: The Partnership in Care Ltd



### The organisation

The Partnership in Care Ltd started as a family run organisation of residential and care homes in 1985. Today it provides care in four residential and two nursing homes in Suffolk, principally for older people, and also for younger residents with specialist needs.

### The challenge

With its strong ethos of providing the 'personal touch' to care, getting the right people who can fit in with this is a priority for managers at The Partnership in Care. They recognise the importance of identifying the right kind of individuals to join their team. Important qualities include commitment to caring and an appreciation of the difference staff can make to the quality of life for residents.

The organisation has a strong track record in retaining suitable individuals, who are dedicated to providing high quality nursing and residential care. People who want to gain experience in a nursing home environment that go on to do their nurse training are often among the recruits, as well as those who have already decided on a career in care.

Staff follow a three day in house induction, and every department has its own relevant tailored induction programme. Training and development covers health and safety, personal care, first aid, safe handling, adult safeguarding, infection control and fire safety. Other learning opportunities available are:

- QCF 2 and 3 in Care
- Foundation Degree in Continuing Care
- Management and Leadership courses

### Why develop staff?

All new care staff complete specific training taken from the Common Induction Standards within their first 12 weeks. Enthusiasm is a valued attribute and a great starting point, but it's vital that new recruits also have the right underpinning knowledge, as Linda Moden, Group Training Coordinator at The Partnership in Care, explained:

*“Our care staff appreciate the investment we make in their training and induction, because it demonstrates that we see them as valued members of the team. It also gives them a better understanding of why they must comply with procedures.”*

The organisation also provides development opportunities for students, recognising that developing the future care and nursing workforce is a way of giving back to the wider community:

*“Some care staff come to us for work experience to be sure they are making the right career choice. They often come back to do their placements, or join our bank staff and we hope in the future some of these will return as fully registered professionals – which will be a great boost for us and them! For me as a mentor of student nurses, it is really exciting to see the transition they make, from learner to fully fledged professional. Knowing that The Partnership in Care has helped in the process is very motivating for us and encouraging for other staff too.”*

## CASE STUDY: The Partnership in Care Ltd



### Brand new opportunities for development

QCF 2 in Care is mandatory for all care staff, with individuals required to commence the programme within 12 months of joining the organisation. Staff undertake their assessments in the work environment, and complete college studies in their own time – underlining the partnership approach between learner and employer.

For those who wish to continue their vocational learning, there is the opportunity to progress to the QCF 3 in Care. Several care staff have advanced their learning in this way, with support and encouragement from The Partnership in Care.

A major new opportunity has recently been developed, which will help care staff realise their potential even further. The organisation has helped to develop a new Foundation Degree in Continuing Care which was created in 2009 in response to care staff development needs.

Representatives from The Partnership in Care were on the validation panel for the foundation degree, which is accredited by University Campus Suffolk. Module One gives learners vital study skills, and prepares them for the transfer to an academic qualification. Subsequent modules cover care for diabetes, wound care, and nutrition among a wide range of topics. The Partnership in Care has several members of staff currently studying, or about to enrol, on the qualification.

Other progression routes include QCF 4 in Management, and a new leadership award which several staff are following through local college providers.

### Lesson for others

It is important that individuals have the opportunity to put what they learn into practice. The Partnership in Care encourages staff to act as 'Champions' in various areas, such as Learning, Falls or IT. Celebrating success is important to the organisation too, as Linda explained:

“We know that success breeds success, so we have an annual awards ceremony where staff receive wider recognition for their academic achievements.”

“Recently we have been featured in a Skills for Care publicity brochure, which recognised our 'Professional and Proud' development model for care assistants as an example of best practice. We are very proud of our employees, and are delighted that their success in learning is providing a great example to others in the health and care sector.”

For further information contact Linda Moden, Group Training Coordinator, at [linda.moden@tpic.org.uk](mailto:linda.moden@tpic.org.uk)

## CASE STUDY: Therapyworks



### An individual's career – Hywel Griffiths

Hywel Griffiths is the Welsh Rugby Union National Physiotherapist and founder of Therapyworks Ltd and Therapyworks Franchising Ltd, which was earmarked by HSBC as 'The franchise to watch in 2008'.

After gaining a BSc in Sports Science and Human Movement Studies, Hywel became a PE teacher and joined an independent college teaching outdoor education and sports in 1991. His first role brought him into contact with physiotherapists accompanying patients on the outdoor courses. This whetted his appetite and he decided to retrain, going on to study physiotherapy at Bath University. Hywel combined his study with his love of rugby, playing for teams in Bath at the same time.

*“I really did enjoy the course which lasted for three years, completing my practice experience in the Somerset and Wessex areas. With my previous teaching experience, I knew this was definitely the profession I wanted to follow. The teaching experience was very useful in terms of helping me develop the communication skills needed in physiotherapy.”*

Having completed his studies, he spent the next five years working as a physiotherapist in the NHS in Cardiff. During this time, he pursued an interest in respiratory training research and began to focus on applying this in sporting settings.

### A new vision for physiotherapy treatment

An opportunity to carry out physiotherapy research in New Zealand was offered to Hywel in 1998, and this was where the seed for his business Therapyworks was sown:

*“My New Zealand trip showed how therapy treatments can be delivered in the acute stages – this was a real eye opener. I saw the difference to patients' recovery if physiotherapy interventions happen very early on rather than waiting until conditions become chronic. Patients are more engaged with their own treatment, they are more active and they can see the immediate rewards.”*

Hywel was inspired by this faster response and provision of treatment, and when he returned to the UK six months later, he decided he would like to adopt the New Zealand model himself.

To realise his ambitions, he established a private practice in Wales. Despite little previous experience, the business grew and he recognised a need for more structure in the organisation, particularly in developing the underpinning business structures. A key turning point was his realisation that there were major changes on the horizon, with the introduction of Agenda for Change in the NHS. This represented a major opportunity for physiotherapists who were prepared to take the private practice route.

## CASE STUDY: Therapyworks



With advice from a franchise lawyer, he realised he could develop and expand his business by bringing other physiotherapists on board through a franchising model. This would give them the necessary business skills to support their clinical expertise, and help them provide therapy services in the community, rather than in NHS Trusts – in fact, replicating his own career pathway from the NHS into private practice.

*“At this point, I knew I needed much more help as the business was gaining pace. I contacted Skills for Health, and they were fantastic in giving me the competence tools to help me expand the Therapyworks franchise. They helped me formulate ideas into something strong, and as a result I have a solid franchise offering for physiotherapists who are also looking to make the transition into private practice.”*

### Equipping graduate physiotherapists to start in private practice

Through the formation of Therapyworks and a graduate associate programme, Hywel is providing a way for recent graduates to enter private practice, but with the right support and tools to ensure success.

*“We are really pleased to have found a way for graduates to enter private practice as associate practitioners. It's a great way to grow through experience, enabling them to develop valuable skills. This route offers associates a way of getting into the independent sector, while giving them one to one mentoring, showing them how they can develop their practice.”*

*“But the most exciting thing of all is that we are giving real choice to patients, who can access our services six days a week and evenings, so we fit around their needs, not the other way round.”*

*“It's fantastic that just over 10 years after I was first inspired by a better way of providing interventions, Therapyworks' physiotherapists are giving a wider choice to clients across the UK so they too can access services as soon as they need, before their conditions deteriorate and become chronic.”*

For further information visit [www.therapyworks.co.uk](http://www.therapyworks.co.uk)

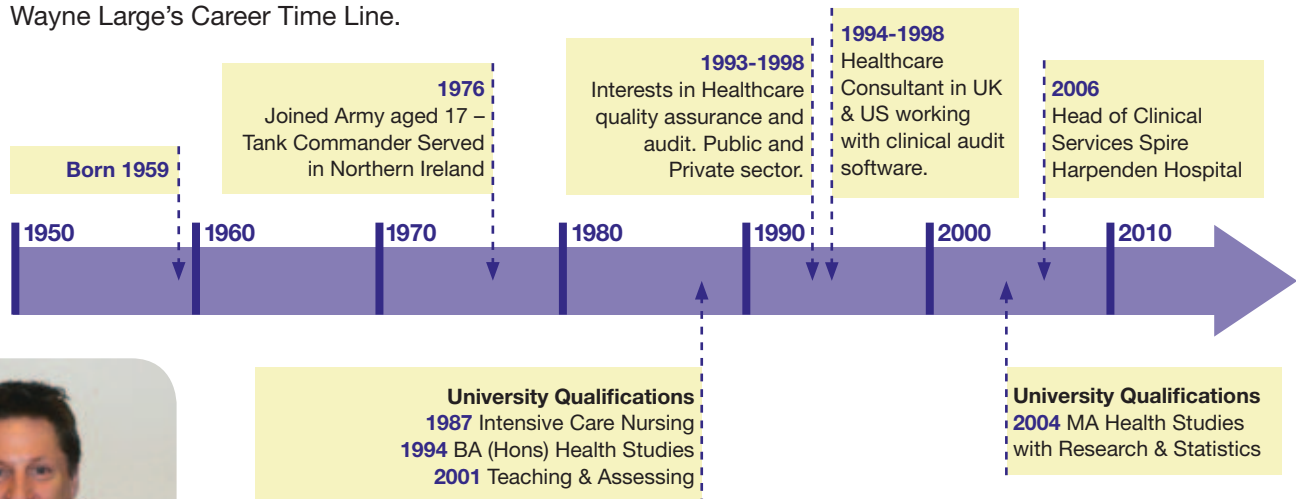


# Timelines

## LEARN AS YOU EARN

### Spire Healthcare

Wayne Large's Career Time Line.



You can be like Wayne and take the Army route. Wayne began his working life in the army. His career path shows you don't have to go straight into nursing from college. He was 26 by the time he entered nursing, specialising in critical care in both the NHS and Spire Healthcare. He went on to move into a senior management role at Spire Healthcare.

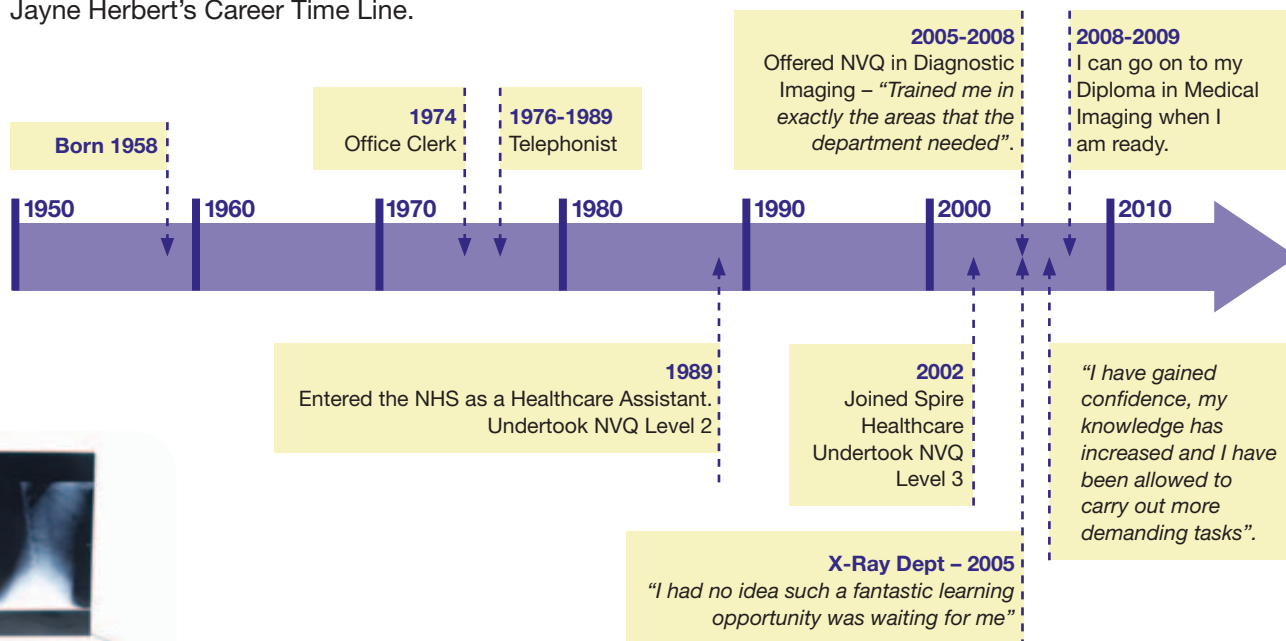
## Degree Programme

Spire Healthcare – a unique healthcare organisation, offering a framework of education and workforce development to all members of staff across its 36 hospitals.



## Spire Healthcare – NVQ approved centre

Jayne Herbert's Career Time Line.



Jayne Herbert said

“I can not thank my mentor enough for her time, effort, understanding and patience. Indeed I am grateful to all the radiographers who gave me their time and advice, and made sure that I never felt out of my depth.”

## Decontamination Award

The decontamination award at Spire Hospitals has some challenges but equally some great successes. Assessor Gail Taylor, pictured (right) with candidate Diane Pickering at Spire Cheshire Hospital, says “Success is a strange phenomena, the reason we have done so well is I promote a good relationship with the girls, I work hard to maintain this and the candidates have a wonderful sense of humour that makes most tasks easier. My work is scheduled so that I can assess the candidates, working round their shift patterns. On a more serious note, they know they have to achieve the award to keep the unit fully functional at our hospital”.



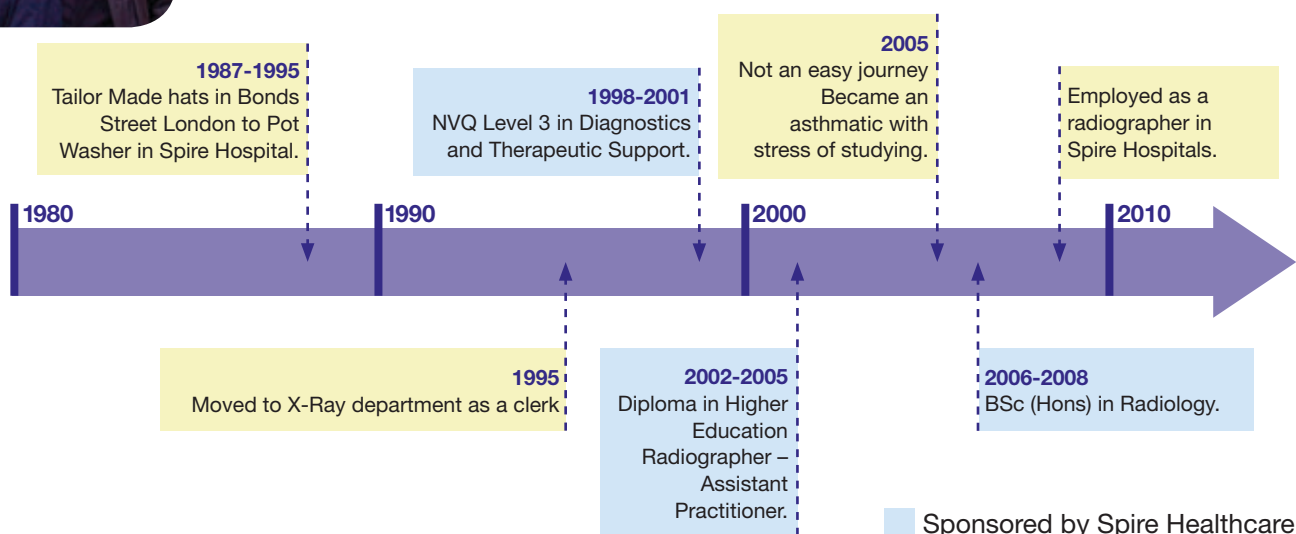
## Facilitating External Programmes

### Hat maker to Pot Washer to Radiographer.

#### Hema's Story.



“This journey was not easy. Distance learning has its advantages learning as you work and gaining understanding and knowledge from other fields. There are however disadvantages, who teaches who, where to get the full experience, when to learn the computer skills and how to conduct a research project. In December 2008 I achieved the status of a qualified radiographer. Pot washing in the kitchen seems a long time ago.”



## Spire Employee quotes

“Theatre work is the most transportable career....it is similar the world over”

“I love the variety and speed of the working day”

“There is flexibility of the working hours, across a six day week”

“I worked the hours I wanted while my children grew up”

“Working towards a NVQ award raised their confidence and morale and provided them with a Nationally recognised qualification”

“The department is small enough to make you feel that your personal efforts make a difference”

“My career development was quicker in theatre than if I had moved to the ward areas.”

“I love working on the wards and getting a chance to gain my degree while I practice.”

“The knowledge part of the award requires the candidates to study in their own time. This is a big commitment but once they start they quite enjoyed it.”

“An enormous amount of support was given by the education department providing constant encouragement and feedback”

“I feel I could support other candidates working towards this qualification...I never thought I would be as bold as to make a statement like that.”

“All in all I think it is a very well thought out programme of study, and I can thoroughly recommend it to others.”

“Working towards the NVQ award raised our three candidates’ confidence and morale levels.”



## Challenges

- Fitting time into work routine.
- Assessors maintaining good relationships with the candidates, time consuming but very rewarding.
- Fitting teaching and assessing round normal work routines and asking for supplementary time to complete the award.
- Teaching against workforce targets.
- Working alone with little peer support and studying at home.
- To get on the job ladder I took the first job I could get.
- The course was very hard and challenging with deadlines for assignments.
- The work of the assessor is almost as time consuming as that of the candidate.

## Support

- Good relationship built up between candidates and assessors.
- Managers scheduling work to maximise opportunities to work with candidates (Cheshire).
- Candidates trust the assessor to give good guidance.
- We use a lot of laughter.
- No 'Closed book' exam.
- My mentor has given me a great deal of support...I can not thank her enough for her time, effort, patience and understanding. I am grateful to all practitioners who gave me their time and advice and made sure I was never out of my depth.
- My family were so proud and I was very happy just to be an assistant practitioner and take time to consolidate my skills.
- An enormous amount of support was given by the Education Department who provided constant encouragement and feedback.



# Skills for Health and Independent Healthcare Advisory Services (IHAS)



## Who are Skills for Health?

Skills for Health is the Sector Skills Council for the UK health sector (the National Health Services, independent healthcare providers and voluntary organisations). Its purpose is to help develop solutions that can deliver a skilled and flexible workforce to improve health and healthcare.

It understands the importance of drawing new people into the healthcare workforce, and to support existing employees with high quality learning, development and qualifications.

That's why Skills for Health has developed a new, comprehensive careers resource specifically for the health sector. Called the Careers Information website, it is free and brings all the relevant information and data in a single place, giving users access to over 1000 links to further resources such as:

- Careers in health
- Information on professional development
- Funding guides for employers and individuals
- Searchable database of UK-wide and national data related to Careers Information and Guidance (CIAG)
- Information on developing careers advice and guidance skills for career guidance counsellors.

To find out more visit [www.skillsforhealth.org.uk/careersinformationandadvice](http://www.skillsforhealth.org.uk/careersinformationandadvice)

## Who are IHAS?

The Independent Healthcare Advisory Services (IHAS) brings together its subscribing members from across the independent healthcare industry to share knowledge, expertise and innovation, for the common good.

IHAS:

- facilitates communication between its members; the governments of England, Scotland, Wales and Northern Ireland; and regulatory authorities
- drives policy advancement with shared member input and consultation in all four countries of the United Kingdom
- delivers focused, practical information and guidance in all areas of healthcare regulation and policy, sharing and distributing knowledge
- hosts the Independent Sector Complaints Adjudication Service (ISCAS)
- acts for the Scottish Independent Hospitals Association and the Welsh Independent Healthcare Association
- provides a representative body for acute independent healthcare providers in particular around the operational and regulatory agenda.

For more information see  
<http://www.independenthealthcare.org.uk/joomla/index.php>



# Independent Healthcare Advisory Services – Members

## England and Northern Ireland

Alliance Medical Ltd	<a href="http://www.alliancemedical.co.uk">www.alliancemedical.co.uk</a>
Aspen Healthcare	<a href="http://www.aspen-healthcare.co.uk">www.aspen-healthcare.co.uk</a>
Assura Group Limited	<a href="http://www.assuragroup.co.uk">www.assuragroup.co.uk</a>
Aston University Day Hospital	<a href="http://www.astonhospital.co.uk">www.astonhospital.co.uk</a>
Benenden Hospital	<a href="http://www.benendenhospital.org.uk">www.benendenhospital.org.uk</a>
BMI Healthcare	<a href="http://www.bmihealthcare.co.uk">www.bmihealthcare.co.uk</a>
Boston Aesthetics Clinic	<a href="http://www.bostonaestheticsclinic.co.uk">www.bostonaestheticsclinic.co.uk</a>
The Brain Injury Rehabilitation Trust	<a href="http://www.birt.co.uk">www.birt.co.uk</a>
Bridgewater Hospital	<a href="http://www.bridgewaterhospital.com">www.bridgewaterhospital.com</a>
British Pregnancy Advice Service (BPAS)	<a href="http://www.bpas.org">www.bpas.org</a>
Bupa Cromwell Hospital	<a href="http://www.cromwellhospital.com">www.cromwellhospital.com</a>
BUPA Home Healthcare	<a href="http://www.bupahomehealthcare.com">www.bupahomehealthcare.com</a>
Casualty Plus Group (Medicentre)	<a href="http://www.Medicentre.co.uk">www.Medicentre.co.uk</a>
Care UK Ltd	<a href="http://www.careuk.com">www.careuk.com</a>
CancerPartnersUK	<a href="http://www.cancerpartnersuk.org">www.cancerpartnersuk.org</a>
Care Principles	<a href="http://www.careprinciples.com">www.careprinciples.com</a>
Centre for Sight	<a href="http://www.centreforsight.com">www.centreforsight.com</a>
Circle Health	<a href="http://www.circlehealth.co.uk">www.circlehealth.co.uk</a>
The David Lewis Centre	<a href="http://www.davidlewis.org.uk">www.davidlewis.org.uk</a>
The Disabilities Trust	<a href="http://www.disabilities-trust.org.uk">www.disabilities-trust.org.uk</a>
Fairfield Independent Hospital	<a href="http://www.fairfield.org.uk">www.fairfield.org.uk</a>
General Healthcare Group	<a href="http://www.generalhealthcare.co.uk">www.generalhealthcare.co.uk</a>
The Harley Medical Group	<a href="http://www.harleymedical.co.uk">www.harleymedical.co.uk</a>
HCA International	<a href="http://www.hcainternational.com">www.hcainternational.com</a>
Healthcare at Home	<a href="http://www.healthcare-at-home.co.uk">www.healthcare-at-home.co.uk</a>
Holy Cross Hospital	<a href="http://www.holycross.org.uk">www.holycross.org.uk</a>
The Horder Centre	<a href="http://www.hordercentre.co.uk">www.hordercentre.co.uk</a>
The Hospital of St John and St Elizabeth	<a href="http://www.hje.org.uk">www.hje.org.uk</a>
The Hospital Group	<a href="http://www.thehospitalgroup.org">www.thehospitalgroup.org</a>
Infection Control Solutions	<a href="http://www.infectioncontrolsolutions.co.uk">www.infectioncontrolsolutions.co.uk</a>
InHealth Group	<a href="http://www.inhealthgroup.co.uk">www.inhealthgroup.co.uk</a>
Interhealth Care Services	<a href="http://www.interhealthcareservices.co.uk">www.interhealthcareservices.co.uk</a>
King Edward VII's Hospital Sister Agnes	<a href="http://www.kingedwardvii.co.uk">www.kingedwardvii.co.uk</a>
Knarborough Place Medical Chambers	<a href="http://www.londonmedicalchambers.com">www.londonmedicalchambers.com</a>
John Munroe Hospital	<a href="http://www.johnmonroehospital.co.uk">www.johnmonroehospital.co.uk</a>
Laserase Medical Clinic	<a href="http://www.laserase-medical.com">www.laserase-medical.com</a>
The London Clinic	<a href="http://www.thelondonclinic.co.uk">www.thelondonclinic.co.uk</a>
The London Oncology Clinic	<a href="http://www.londononcology.com">www.londononcology.com</a>
Make Yourself Amazing	<a href="http://www.mya.co.uk">www.mya.co.uk</a>
Marie Stopes International	<a href="http://www.mariestopes.org.uk">www.mariestopes.org.uk</a>
Medihomes	<a href="http://www.medihome.co.uk">www.medihome.co.uk</a>
Mental Health Care	<a href="http://www.mentalhealthcare.org.uk">www.mentalhealthcare.org.uk</a>
NES Healthcare UK	<a href="http://www.neshealthcare.com">www.neshealthcare.com</a>
The New Victoria Hospital	<a href="http://www.newvictoriahospital.co.uk">www.newvictoriahospital.co.uk</a>
North West Independent Hospital	<a href="http://www.nwih.co.uk">www.nwih.co.uk</a>
Nuffield Health	<a href="http://www.nuffieldhealth.com">www.nuffieldhealth.com</a>
One Day medical centre	<a href="http://www.onedaymedical.co.uk">www.onedaymedical.co.uk</a>
Optegra Eye Care	<a href="http://www.optegraeyecare.com">www.optegraeyecare.com</a>
The Priory Group	<a href="http://www.priorygroup.com">www.priorygroup.com</a>
Ramsay Health Care	<a href="http://www.ramsayhealth.co.uk">www.ramsayhealth.co.uk</a>
The Raphael Medical Centre	<a href="http://www.raphaelmedicalcentre.co.uk">www.raphaelmedicalcentre.co.uk</a>
Renew Medica	<a href="http://www.renewmedica.com">www.renewmedica.com</a>
RMO International	<a href="http://www.rmointernational.co.uk">www.rmointernational.co.uk</a>
Royal Hospital for Neuro-disability	<a href="http://www.rhn.org.uk">www.rhn.org.uk</a>
Royal Tunbridge Wells Skin and Laser Clinic	<a href="http://www.med-spa.co.uk">www.med-spa.co.uk</a>
SERCO Health	<a href="http://www.serco.com">www.serco.com</a>
sk:n	<a href="http://www.skncinics.co.uk">www.skncinics.co.uk</a>
The French Cosmetic Medical Company	<a href="http://www.frenchcosmetic.com">www.frenchcosmetic.com</a>
The Spencer Wing	<a href="http://www.thespencerwing.com">www.thespencerwing.com</a>
Spire Healthcare	<a href="http://www.spirehealthcare.com">www.spirehealthcare.com</a>

St. Joseph's Hospital	<a href="http://www.stjosephshospital.org.uk">www.stjosephshospital.org.uk</a>
Sue Ryder Care	<a href="http://www.suerydercare.org">www.suerydercare.org</a>
Transform	<a href="http://www.transforminglives.co.uk">www.transforminglives.co.uk</a>
Tyneside Surgical Services	<a href="http://www.tynesidesurgicalservices.co.uk">www.tynesidesurgicalservices.co.uk</a>
UK Specialist Hospitals	<a href="http://www.uk-sh.co.uk">www.uk-sh.co.uk</a>
Ulster Independent Hospital	<a href="http://www.ulsterindependentclinic.com">www.ulsterindependentclinic.com</a>

## Welsh Independent Healthcare Association Members

BMI Werndale Hospital	<a href="http://www.werndale-hospital.co.uk">www.werndale-hospital.co.uk</a>
Spire Cardiff Hospital	<a href="http://www.spirehealthcare.com">www.spirehealthcare.com</a>
Craegmoor Healthcare	<a href="http://www.craegmoor.co.uk">www.craegmoor.co.uk</a>
Sancta Maria Hospital	<a href="http://www.sancetamaria.co.uk">www.sancetamaria.co.uk</a>
Llanarth Court	<a href="http://www.partnershipsincare.co.uk">www.partnershipsincare.co.uk</a>
Nucleus Healthcare	<a href="http://www.nucleushealthcare.co.uk">www.nucleushealthcare.co.uk</a>
Spire Yale Hospital	<a href="http://www.spirehealthcare.com">www.spirehealthcare.com</a>
Ludlow Street Healthcare	<a href="http://www.lshealthcare.co.uk">www.lshealthcare.co.uk</a>
Vale Healthcare Ltd	<a href="http://www.vale-healthcare.com">www.vale-healthcare.com</a>

## Scottish Independent Hospitals Association Members

BMI Albyn Hospital	<a href="http://www.albynhospital.co.uk">www.albynhospital.co.uk</a>
BMI Fernbrae Hospital	<a href="http://www.bmihealthcare.co.uk">www.bmihealthcare.co.uk</a>
BMI Ross Hall	<a href="http://www.rosshall.com">www.rosshall.com</a>
Castlebeck Hospital	<a href="http://www.castlebeck.com">www.castlebeck.com</a>
Castlecraig Hospital	<a href="http://www.castlecraig.co.uk">www.castlecraig.co.uk</a>
Priory Glasgow	<a href="http://www.priorygroup.com">www.priorygroup.com</a>
Scottish Epilepsy Centre (Quarriers)	<a href="http://www.quarriers.org.uk">www.quarriers.org.uk</a>
Spire Murrayfield Hospital	<a href="http://www.spirehealthcare.com">www.spirehealthcare.com</a>
The Alexander Clinic	<a href="http://www.steptreatmentcentres.com">www.steptreatmentcentres.com</a>
Abbey Kings Park Hospital	<a href="http://www.abbeyhospitals.com/stirling-hospital">www.abbeyhospitals.com/stirling-hospital</a>
Abbey Carrick Glen Hospital	<a href="http://www.abbeyhospitals.com/ayr-hospital">www.abbeyhospitals.com/ayr-hospital</a>
Nuffield Glasgow Hospital	<a href="http://www.nuffieldhealth.com/Individuals/Centres/G/Glasgow/">www.nuffieldhealth.com/Individuals/Centres/G/Glasgow/</a>
Huntercombe Edinburgh Hospital	<a href="http://www.huntercombe.com">www.huntercombe.com</a>
Surehaven Glasgow	<a href="http://www.surehaven.co.uk/units">www.surehaven.co.uk/units</a>



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