



LEADING CHANGE: Designing, delivering and embedding a new Induction Programme at Edinburgh CRF

THE PROJECT

In May 2021, Edinburgh CRF started a project to improve education provision within the Nursing and Clinical Core. The Education Core Manager undertook a scoping exercise whilst working clinically. This 'back to the floor' exercise was extremely useful to experience the training that staff received and how this supported everyday practice. Being embedded in the team also allowed for candid discussions with staff to try and understand their views and experiences. Staff were fully aware of the scoping exercise and appreciated the opportunity to discuss their thoughts and opinions. Following this two month scoping exercise, a report was written highlighting several key recommendations and shared with Senior Management and the Lead Nurse Team. After reviewing and discussing the findings, it was agreed that reinvigorating the Induction was the first priority.

Using the UKCRF Induction Framework, a proposal was developed for a 12-week Induction programme for Band 5 Research Nurses. This outline was

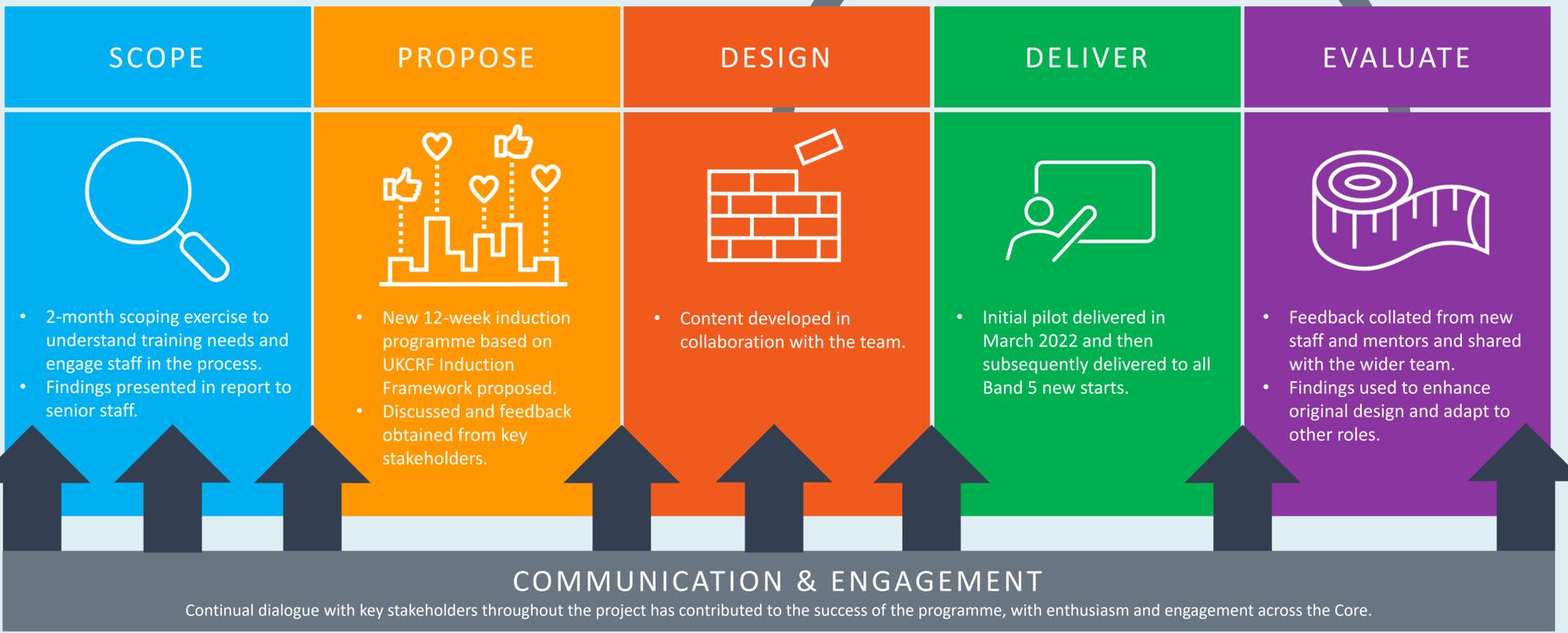
presented to the Lead Nurse and Senior Management Team for their buy-in before commencing the detailed design. This engagement was a crucial step to ensure that the new programme would be realistic to deliver, and also to gain assurances that new staff would be allocated the appropriate supernumerary time and mentor support required. With the initial structure agreed, the content was developed with support from different members of the CRF, including very experienced research nurses, recently recruited staff and team members from different but closely associated departments who would support delivery.

The first new Induction was piloted in March 2022. Mentors were given one-to-one training on the new paperwork and regular check ins with both mentors and new staff members ensured real time feedback and

additional support with the new process. Evaluation forms were completed by mentors and new staff following the 12-week programme. Feedback from this was reviewed throughout the first year and changes made to the programme in response to this.

All Nursing and Clinical (N&C) staff received training on the new Induction process via a live and recorded Masterclass, and a progress update during a session at their annual Update Day.

The Induction has been adapted for a further two staff roles in the N&C Core in the Project Support Team. There are plans to design an Induction for Band 6 Research Nurses and Clinical Support Workers using a similar format.

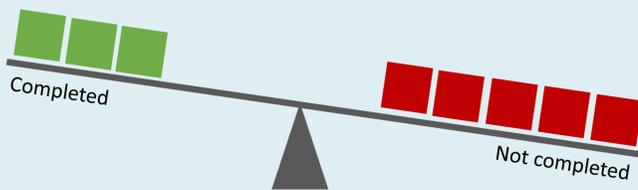


OUTCOMES & REVISIONS



The evaluation for the Induction has been overwhelmingly positive from both new staff and mentors. The structure helped facilitate learning and was easy to use and follow. All the taught sessions were rated very useful/useful.

Some new staff struggled to complete the Induction within the 12-week timeframe. This was often because they did not have time to sign off all the UKCRF Induction Framework components with their mentor. We have since made these self-sign and encourage staff to discuss any gaps in their knowledge with their mentor instead. We have also included an 8-week review with a Lead Nurse to check progress and provide extra support to enable completion if required.



New Staff	Well structured	Helpful
	Impressed	Very organised
	Welcoming	
Mentors	Vast improvement!	
	Overwhelming	Daunting
	Appealing	Easy to navigate
	Well structured	User friendly
	Excellent	Great Learning Materials
	Useful guide	

"It was really good, thank you! So helpful and exactly how it should be in every area (if there was time). Great to feel there is time to learn things and that your learning is valued."

"A really great start to the CRF world!"

"It stretched me to learn more and question my practice, so a good learning experience for me as a mentor."

Staff also commented that it could be difficult to meet with their mentor on a weekly basis. This has led to the agreement to allocate two mentors per new staff member to cover annual leave and sickness and increase support and visibility.

Initial comments from mentors stated they found the paperwork quite daunting. However since then we have delivered training to all staff and removed the requirement for mentors to sign off every UKCRF component.

NEXT STEPS

- The third version of the Band 5 Induction has just been published with the changes listed above and we aim to evaluate this again in a year before making any further revisions (significant process/legislation changes notwithstanding).
- We are in the process of using the same format to design a Band 6 and a Clinical Support Worker Induction and hope to launch these in the next few months.
- There has been interest in our Induction from various external organisations and departments and we are keen to share the resource for others to adapt and repurpose as required. We will try to record and follow up where the resource is shared to help understand its reach and impact.

CONCLUSION

The new Induction is a significant process change in the CRF requiring additional time and resource to deliver. Effective leadership of the project has ensured that there was good buy-in from all stakeholders and enthusiastic uptake from staff. A constant dialogue with users of the Induction has led to changes to ensure it is realistic to deliver and achieve. The success of the Band 5 Induction has led to its adaptation for other roles in the CRF.

There has been interest from external groups about our Induction programme and we are excited to share the resource further afield.



SCAN HERE TO FIND OUT MORE & HOW TO ACCESS THE RESOURCE